

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333-0001

AMC REGULATION
NO. 10-2

21 April 1997

Organization and Functions

HEADQUARTERS, AMC, ORGANIZATION, MISSION,
AND FUNCTIONS

Local supplementation of this regulation is prohibited unless
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CHAPTER 1

GENERAL

1-1. **Purpose.** This regulation prescribes the organization, missions, and major functions of all authorized organizational elements of Headquarters, U.S. Army Materiel Command (HQ AMC). Its purpose is to provide a framework within which functions of the AMC mission may be accomplished and to assign staff responsibility within the Headquarters. Ensuing chapters identify the mission and functions of such elements.

1-2. **Mission.** The mission of HQ AMC is to provide broad policy and basic guidance, to accomplish major planning, to establish and coordinate major programs, to evaluate AMC programs and operations, to allocate resources for mission accomplishment, to assist major subordinate commands (MSC) in the accomplishment of their mission, and to resolve command-level problems.

1-3. **Scope.** The contents of this regulation apply to all elements of HQ AMC.

1-4. **Changes.** The organization of HQ AMC is necessarily a changing organization, adjusting to new concepts, variable conditions, and changing priorities. For this reason, Deputy Chiefs of Staff and separate Staff Office Chiefs are held responsible for recommending changes that will result in greater effectiveness in mission accomplishment or better utilization of available resources. Organizational change proposals (OCP) affecting mission and functions will be submitted to the Deputy Chief of Staff for Resource Management, ATTN: AMCRM-CO, for review, processing and, as necessary, presentation to the command group for decision. Change proposals with substantiating data will be submitted, in duplicate, as indicated below:

a. **Mission and/or function changes.** These changes will be submitted on DA Form 2028 (Recommended Changes to Publications and Blank Forms) for review, approval, and publication in this regulation. Requests will include rationale and authority for the change. In case of extensive revisions, also forward a copy of the current mission and functions statement annotated in red to reflect the proposed revision.

b. **Organizational realignments.** An OCP is required for major changes which impact upon organizational structure, personnel spaces, manpower resources, and mission and functions. OCPs will be submitted to AMCRM-CO and will include--

(1) Proposed statement of mission and functions annotated in red and documented as prescribed in 1-4a above. If a new activity, mission, or function is proposed, the mission authority will be included.

(2) Current and proposed organizational charts.

(3) Proposed organizational structure and proposed personnel distribution. The currently approved Table of Distribution and Allowances (TDA) will be annotated to indicate the proposed changes.

(4) Narrative explanation of purpose and benefits of proposed changes to include resources impact; i.e., funding, personnel, equipment, and facilities, as appropriate.

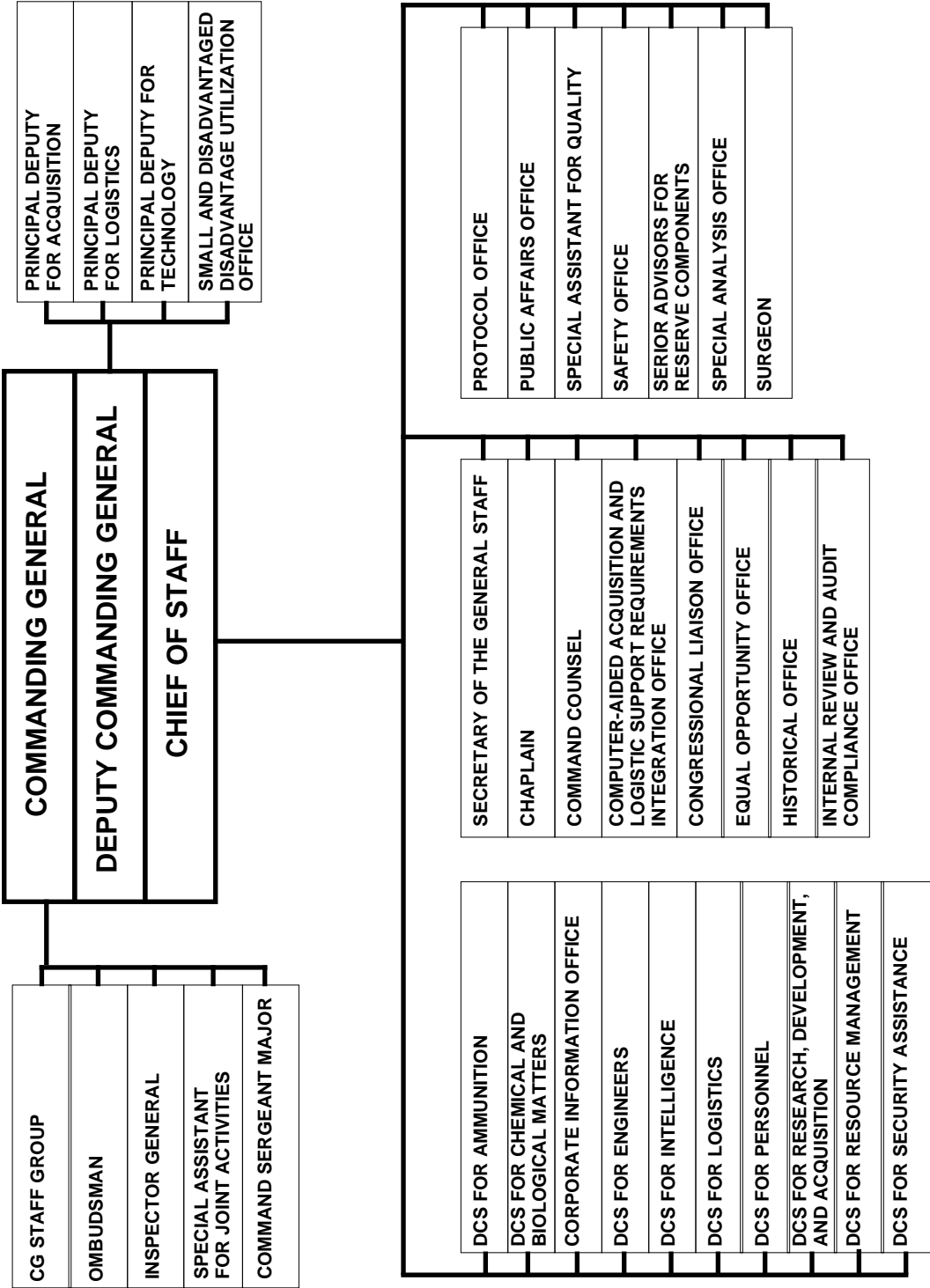
c. **Peacetime TDA changes.** Subsequent to concept approval or approval of mission and functions changes requiring TDA actions, TDA change requests will be submitted by the affected organizational element to the Deputy Chief of Staff for Resource Management, ATTN: AMCRM-CM. Changes to new or revised approved job descriptions that involve either the establishment of new positions or a modification of previously approved position titles, occupational codes, or grade levels will be coordinated with the Assistant Deputy Chief of Staff for Personnel (ADCSPER)/Adjutant General for military changes and the HQ Civilian Personnel Office for civilian changes.

d. **Mobilization TDA changes.** After approval of a major realignment, a proposed mobilization TDA organization structure encompassing the previously approved peacetime TDA, and any other additional changes occasioned by the approved peacetime TDA revision, will be submitted to AMCRM-CM. The submission will be legibly annotated in red to indicate any changes from the previously approved mobilization TDA. These changes will be coordinated with the Deputy Chief of Staff for Logistics. All changes will conform with current applicable mobilization guidance.

1-5. **Designation of elements.** The organizational alignment and titles of organizational elements within HQ AMC as reflected in this regulation are in consonance with the HQ AMC TDA as currently approved by Department of the Army (DA). All published media of HQ AMC will conform to this structure.

1-6. **Structural organization.** The structural organization of HQ AMC is reflected on the following chart.

HEADQUARTERS UNITED STATES ARMY MATERIEL COMMAND



CHAPTER 2

COMMANDING GENERAL

COMMANDING GENERAL

CHAPTER 2

COMMANDING GENERAL

Commanding General (CG). The mission of the CG, Army Materiel Command (AMC), is to provide focus and command vision to meet the AMC's assigned mission, to "equip and sustain the Total Force through superior technology and responsive support, assuring worldwide power projection and decisive victory." This is accomplished through a corporate effort involving eleven major subordinate commands, located on more than 250 installations worldwide. The commander ensures the AMC makes its primary contribution to the U.S. Army in three main areas. These three core competencies include: acquisition excellence, logistics power protection and technology generation and application.

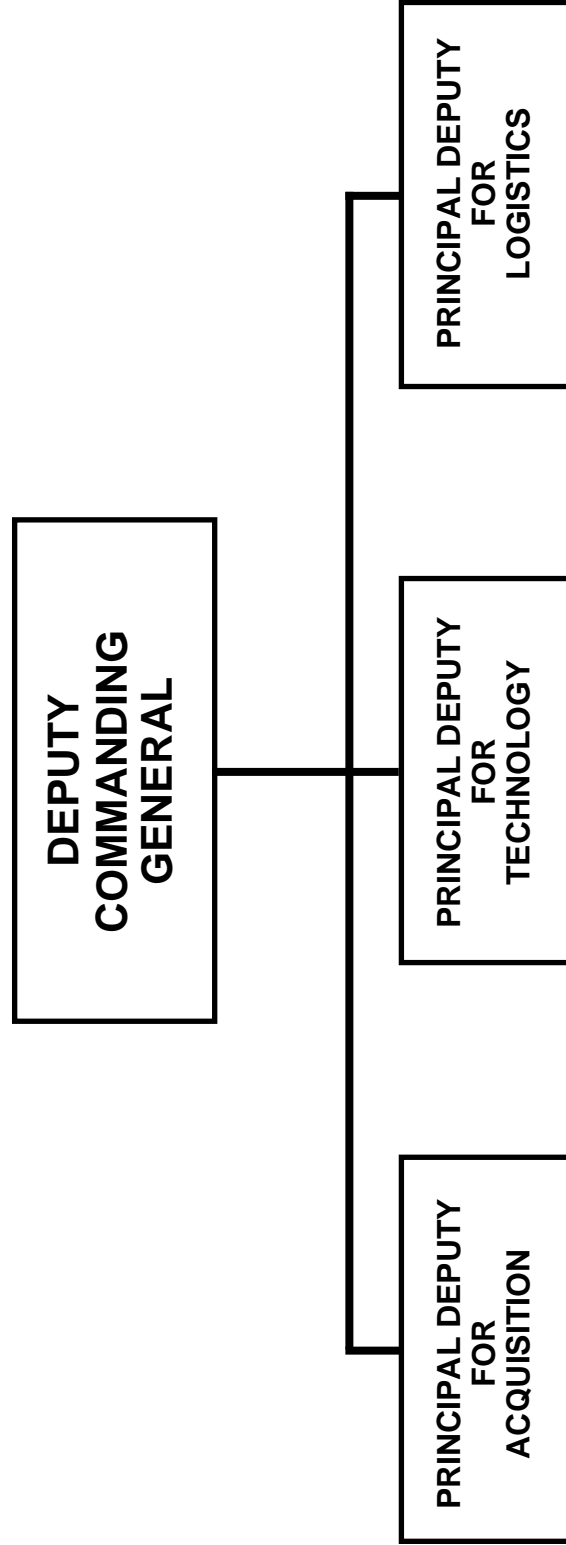
a. Acquisition Excellence: responsible for the development and acquisition of materiel, in response to objectives and specific requirements established by the Department of the Army. Acquire the best materiel for the soldier at the best price throughout all phases of the acquisition process, from research through engineering design and manufacturing development to final acquisition and fielding.

b. Logistics Power Projection: responsible for maintaining the readiness of the fighting Army. This is accomplished through industrial preparedness, production, overhaul repair and maintenance programs, logistics support and assistance, prepositioned war reserve stocks, inventory management, and logistics automation support.

c. Technology Generation and Application: responsible for the research and development of military technologies. Develop and manage a broad technology base incorporating industry, academia, other government laboratories and AMC's own research, development and technology centers. Select, fund and track technology from initial concept through final application.

CHAPTER 3

DEPUTY COMMANDING GENERAL



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CHAPTER 3

DEPUTY COMMANDING GENERAL

3-1. **Deputy Commanding General (DCG).** The mission of the DCG is to--

- a. Monitor and direct command policy for acquisition, logistics, research, development, and international cooperative programs.
- b. Assist the CG in commanding subordinate units and organizations.
- c. Act as focal point for North Atlantic Treaty Organizations for standardization and interoperability programs.
- d. Act as U.S. Army Executive Director for Test, Measurement and Diagnostic Equipment (TMDE).
- e. Act as the Department of Defense (DOD) Executive Director for Conventional Ammunition.
- f. Exercise oversight of the Small and Disadvantaged Business Utilization Office.
- g. Act as Command focal point for shaping AMC's future.

3-2. **Principal Deputy for Acquisition (PDA).** The mission of the PDA is to--

- a. Serve as the senior command advocate for acquisition, with full delegated authority to act for the CG, AMC within this area of responsibility.
- b. Responsible for strategic planning for the command in the core competency area of acquisition.
- c. Establish and manage command policy for acquisition.
- d. Serve as AMC's advocate for nondevelopmental items (NDI).
- e. Responsible for oversight of the research, development, and engineering centers (RDEC) to ensure proper support for AMC and Army priority acquisition programs.
- f. Serve as the focal point for issues pertaining to industrial base preparedness.
- g. Serve as the Army's standardization executive.
- h. Serve as AMC's senior advisor on the Army Acquisition Corps.
- i. Direct business planning within the command.

- j. Serve as AMC's advocate for AMC Program/Project/Product Managers.

3-3. Principal Deputy for Technology (PDT). The mission of the PDT is to--

- a. Serve as the senior command advocate for technology, with full delegated authority to act for the CG, AMC within this area of responsibility.
- b. Responsible for strategic planning for the command in the core competency area of research and technology.
- c. Interface with foreign/allied nations and encourage technical interchange and cooperative programs.
- d. Responsible for oversight of International Cooperative Programs Activity.
- e. Principal interface with other government agencies and the private sector concerning technology.
- f. Responsible for policy and oversight of Labs (including RDECs) within AMC.
- g. Serve as Army functional chief representative for Engineer and Scientist (Nonconstruction), CP-16 career program.

3-4. Principal Deputy for Logistics (PDL). The mission of the PDL is to--

- a. Serve as the senior command advocate for logistics, with full delegated authority to act for the CG, AMC within this area of responsibility.
- b. Responsible for strategic planning for the command in the core competency area of logistics.
- c. Determine and evaluate materiel readiness mission objectives.
- d. Establish and manage command policy for inventory control, supply management, storage, logistical support and planning, materiel maintenance, transportation, demilitarization and logistics automation.
- e. Exercise oversight of the Joint Activities Office.

CHAPTER 4

CHIEF OF STAFF

CHIEF OF STAFF

CHAPTER 4

CHIEF OF STAFF

4-1. **Chief of Staff.** The mission of the Chief of Staff is to--

- a. Serve as principal staff advisor to the CG.
- b. Direct, supervise, and coordinate the HQ AMC staff.
- c. Formulate and announce staff operating policies.
- d. Ensure that the orders and instructions of the CG and the DCG to the staff are carried out.
- e. Ensure that all instructions issued to the command are according to the CG's policies and plans.
- f. Act as the final authority on the continuing actions of planning, organizing, directing, coordinating, controlling, and evaluating the use of personnel, money, materials, and facilities to accomplish the mission and functions of HQ AMC.
- g. Act as principal assistant to the CG in discharging the CG's responsibilities for equal employment opportunity within the command.
- h. Represent the CG in all relations with unions representing HQ AMC employees.

4-2. **Assistant Chief of Staff.** The mission of the Assistant Chief of Staff is to--

- a. Assist the Chief of Staff in the supervision and coordination of the administration and operation of HQ AMC, and assist in the operation of the offices of the CG and the Chief of Staff.
- b. Direct and control the Office of the Secretary of the General Staff (SGS), the Programs and Administrative Office and the Protocol Office.

CHAPTER 5 SPECIAL STAFF

SECRETARY OF THE GENERAL STAFF
CHAPLAIN
COMMAND COUNSEL
CG STAFF GROUP
COMMAND SERGEANT MAJOR
COMPUTER-AIDED ACQUISITION AND LOGISTIC SUPPORT REQUIREMENTS INTEGRATION OFFICE
CONGRESSIONAL LIAISON OFFICE
EQUAL OPPORTUNITY OFFICE
HISTORICAL OFFICE
INSPECTOR GENERAL
INTERNAL REVIEW AND AUDIT COMPLIANCE OFFICE
SPECIAL ASSISTANT FOR JOINT ACTIVITIES
OMBUDSMAN
PROTOCOL OFFICE
PUBLIC AFFAIRS OFFICE
SPECIAL ASSISTANT FOR QUALITY
SAFETY OFFICE
SENIOR ADVISORS FOR RESERVE COMPONENTS
SMALL AND DISADVANTAGED BUSINESS UTILIZATION OFFICE
SPECIAL ANALYSIS OFFICE
SURGEON

CHAPTER 5
SPECIAL STAFF

5-1. **Secretary of the General Staff.** a. **Mission.** The mission of the Office of the Secretary of the General Staff (SGS) is to assist the Assistant Chief of Staff in the supervision and coordination of the administration and operation of the HQ AMC.

b. **Function.** The functions of the Office of the SGS are to--

(1) Furnish administrative support to the offices of the Commanding General (CG), and the Chief of Staff (C/S).

(2) Furnish administrative support to the interservice/foreign liaison activities.

(3) Analyze and process correspondence received for the Command Group and maintain follow-up to ensure completion of assigned actions.

(4) Analyze and verify coordination, and packaging of correspondence prepared by elements of the AMC staff for signature within the Command Group.

(5) Task and suspense the HQ AMC staff and MSCs to respond to requirements from the Command Group and Headquarters, Department of the Army (HQDA).

(6) Provide transportation support to the General Officers (GO) and Senior Executive Service (SES) members of the headquarters staff and visiting dignitaries.

(7) Serve as administrative assistant for Command Group meetings at the headquarters and as required, on trips with the CG.

(8) Conduct command briefings as required, and read for AMC award, promotion, and retirement ceremonies.

5-2. **Office of the Chaplain.** a. **Mission.** The mission of the Office of the Chaplain is to--

(1) Provide seamless religious support and special staff work at all levels to the Command and in all context of operations.

(2) Provide professional support to the Command Group and staff on all matters in which religion impacts upon Command programs, personnel, policies, and procedures so as to assist the Command in the accomplishment of its mission.

(3) Provide technical supervision for religious program implementation at the installation level.

(4) Provide command, control and staff support oversight of all religious activities.

(5) Develop plans and policies for Commandwide Unit Ministry Team (UMT).

(6) Provide a comprehensive religious program that is positively responsive to the total work force in AMC.

(7) Perform management and administration activities as related to financial (appropriated and nonappropriated funds), human and materiel resources covered by the Management Control Program.

(8) Conduct training for chaplains, chaplain assistants, and religious support personnel.

(9) Provide religious support planning/operations to AMC's Logistical Support Group missions.

b. **Functions.** The functions of the Office of the Chaplain are to--

(1) Serve as a Special Staff officer with direct access to the Commander.

(2) Serve as advisor to the Command Group and staff on matters pertaining to religion, morals, ethics, and morale as they influence mission accomplishment within AMC.

(3) Exercise staff supervision and direction over subordinate UMT Command Master Religious Plans (CMRP) through policy guidance, pastoral assistance/staff visits, inspections and administrative support.

(4) Ensure the Chaplain/UMT activities are integrated into the overall program of the Command.

(5) Maintain liaison with --

(a) Office of the Chief of Chaplains, HQDA.

(b) Other major Army command (MACOM) chaplains.

(c) U.S. Army Chaplaincy Service Support Agency.

(d) U.S. Army Chaplain Center and School.

(e) U.S. Total Army Personnel Command.

(f) Armed Forces Chaplains' Board.

(g) Civilian clergy.

- (h) Ecclesiastical endorsing agents.
- (i) Chaplains of other Uniformed Services on all matters pertaining to AMC chaplain personnel and support requirements.
- (j) Continental United States Army (CONUS), U.S. Army Reserve Command (USARC) and Army National Guard State Area Command (STARC) Chaplains.
- (k) Defense Logistics Agency Chaplain.
- (l) Other government agencies as appropriate on matters pertaining to the AMC Chaplain logistics mission.
- (6) Consolidate all reports required of chaplains by AMC and higher headquarters.
- (7) Develop plans, programs, and budgets for commandwide UMT activities as required by and within the policies of HQDA and the CG, AMC.
- (8) Coordinate and conduct professional development training for chaplains, chaplain assistants, and religious support personnel, including both active duty and reservists.
- (9) Perform senior leadership/supervisory duties as related to the management of dollars, facilities, manpower, supplies, equipment and administrative actions of the CMRP.
- (10) Perform technical inspections/audits and staff assistance visits of the Chaplains' Nonappropriated Funds within the command.
- (11) Develop, coordinate, evaluate and advise the Command and subordinate UMTs on The Army Authorization Document System (TAADS) documents, force structure and personnel requirements.
- (12) Manage the mobilization posture of the subordinate UMTs and develop chaplain portion of the HQ AMC mobilization plan.
- (13) Develop and provide Deployment Plans and Religious Support Plans for Logistical Support Group Missions.
- (14) Evaluate Inspector General (IG), Congressional, and other inquiries/reports on installations and activities reporting to HQ AMC that reflect problems or deficiencies in the religious, moral, ethical, morale and quality of life dimensions of the command and propose solutions.
- (15) Manage and advise Command on religious facility construction, renovation, utilization and disposition.
- (16) Advise subordinate UMTs on information system standards and issues and manage the Chaplain Automated Religious Support System (CARSS) within the command.

(17) Provide program review and analysis of all UMT activities for the CG, AMC, to include HQ AMC Metrics.

(18) Exercise a prophetic and caring ministry for the total AMC work force. Serve as pastor to HQ AMC personnel and subordinate UMT members.

(19) Serve on Chief of Chaplains proponenty councils and boards to assist him in the development of official Army-wide training, manning, mobilization, combat development, automation, ecclesiastical logistics and religious facility construction policies, doctrine and procedures for chaplains, chaplain assistants, and religious support personnel.

(20) Serve on the Armed Forces Chaplains' Board Logistics Advisory Group.

(21) Manage the materiel development of Chaplain Branch specific religious support supplies and equipment as delegated by the Chief of Chaplains.

(22) Serve as Chairman of the Chaplaincy Logistics Integrated Concept and Product Team (CHAPLIC&PT).

(23) Provide planning, coordination and technical support to those agencies and activities involved in the development of Chaplaincy-related supplies and equipment.

5-3. Office of Command Counsel. The mission of the Office of Command Counsel is to--

a. Serve as legal advisor to the CG, AMC, and members of the Commander's staff, and provide legal advice to AMC subordinate commands, installations, and field activities in all legal disciplines.

b. Provide legal advice and assistance on major and nonmajor systems acquisitions.

c. Serve as functional chief, providing legal training as required, and manage the AMC Attorney/Patent Attorney and Patent Advisor Career Program.

d. Serve as initial denial authority (IDA) on Freedom of Information Act (FOIA) requests for records concerning AMC procurements.

e. Coordinate all AMC actions concerning procurement fraud and procurement irregularities, and provide direction to AMC separate staff offices and subordinate activities.

f. Perform planning, programming, and administrative actions supporting the AMC legal system and Command Legal Organization.

g. Develop, plan, and coordinate all budget and fiscal matters for the Office of the Command Counsel.

5-3.1. **Business Law Division.** a. **Mission.** The mission of the Business Law Division (BLD) is to provide comprehensive legal services and advice involving the planning and execution of AMC business plans, including the acquisition and logistics programs assigned to AMC; international sales and agreements; and internal funding, resources and structure; and to act as the lead AMC Protest Trial Attorney for Defense of procurement protests in AMC filed at the Government Accounting Office (GAO) and HQ AMC.

b. **Function.** The function of the Business Operations Law Team is to--

(1) **Acquisition and Business Law.**

(a) Provide legal review and advice concerning proposed contract actions, policies, and procedures involving AMC acquisitions such as Congressional inquiries, delegations of authority, mistakes in bid, interagency transactions, novation agreements, and requests for extraordinary relief.

(b) Develop and implement AMC contract law plans, programs, procedures, and training relative to the AMC acquisition mission.

© Provide legal counsel for major source selections.

(d) Participate in DOD and DA acquisition reform teams and initiatives.

(e) Develop and advocate proposed legislation to support AMC plans and programs.

(f) Act as AMC initial denial authority for procurement records requested under the Freedom of Information Act (FOIA). Also, process appeals of decisions to withhold information and provide advice on the interface between FOIA and the Privacy Act.

(g) Act as AMC Procurement Fraud Coordinator, providing guidance and support to AMC Procurement Fraud Advisors and Criminal Investigative Division agents, in execution of AMC procurement fraud program.

(2) **International Sales and Agreements.**

(a) Responsible for all legal aspects of foreign military sales (FMS) cases, international logistics problems, codevelopment and coproduction agreements, grant-aid, and off-shore procurements.

(b) Provide legal advice and assistance in negotiating international agreements, including memoranda of understanding (MOU) and memoranda of agreement (MOA) having legal consequence for DOD.

(c) Provide legal advice concerning reports of discrepancy submitted by FMS countries.

(d) Provide legal advice to the State Department on munitions case requests for export license.

(e) Responsible for all legal aspects of actions pertaining to international research and development, rationalization, standardization, interoperability, and North Atlantic Treaty Organization (NATO) logistics, including but not limited to Data Exchange Annexes (DEA), loans of research and development equipment, foreign cooperative testing, and international scientist and engineer exchanges.

(f) Responsible for legal aspects of leases of material to foreign countries and sales of Government furnished equipment to U.S. countries for incorporation into end items for direct commercial sales for foreign countries.

(3) **Funding, Resources, and Structure.**

(a) Provide legal advice relating to proper use of both appropriated and nonappropriated funding, and prepare the legal review of all alleged violations of the Antideficiency Act.

(b) Provide legal advice and services to support the reengineering, privatization and outsourcing plans of AMC.

© Provide legal advice and services to support the AMC industrial base, mobilization planning, Ammunition Restructuring and Manufacturing (ARMS) programs and related logistics issues.

(d) Support multidiscipline teams as directed by the AMC Command Counsel.

c. **Function.** The function of the Protest and Contract Litigation Team is to--

(1) Manage, defend, and resolve bid protests against AMC acquisitions filed at General Accounting Office, HQ AMC, and other offices (e.g., DA, DOD), as requested.

(2) Identify, and research factual and legal issues and applicable law and regulations, policy precedents, and alternatives that result in the expeditious management and resolution of GAO, AMC, and other bid protests.

(3) Represent the Army at GAO hearings and provide hands-on participation regarding protests removed to Federal court.

(4) Draft response to Congressional inquiries, brief Congress/staffers regarding protested acquisition issues, advise and brief field and higher headquarters and protesters, awardees, other interested parties and their attorneys, where appropriate, about protested acquisition issues.

(5) Produce and distribute to field, higher headquarters, The Judge Advocate General's School, U.S. Army and others (e.g., Office of Federal Procurement Policy), protest resolution handbooks, training courses and materials, decision summaries reports, statistical and legal analyses and lessons learned.

(6) Provide guidance assistance to HQ AMC, field offices, DOD, DA, and Office of Federal Procurement Policy (OFPP), Department of Justice on protested acquisition litigation, resolution, and corrective actions. Hands on guidance.

(7) Serve on multidiscipline teams as directed by the Command Counsel, such as acquisition reform.

5-3.2. **General Law Division.** a. **Mission.** The mission of the General Law Division is to provide legal services in all areas of law except business law, intellectual property, and protests.

b. **Function.** The major function of the General Law Division is--

(1) **Employment Law.** Represent AMC as agency representative in third-party administrative hearings on employment law matters, for example--

(a) Military civilian personnel law.

(b) Civilian personnel law.

© Labor-management relations.

(d) Equal employment opportunity law.

(2) **Environmental and Real Estate Law.** Act as legal counsel in negotiations with Federal, state, and local officials involved in the compliance and enforcement of environmental law statutes, and regulations, for example--

(a) Provide interpretation and application of environmental statutes, regulation, and environmental program requirements.

(b) Review environmental impact statements, assessments, and other National Environmental Policy Act (NEPA) documents.

© Analyze environmental requirements of Base Realignment and Closure Commission (BRAC) legislation and program implementation.

(d) Provide advice and review documentation for Army real estate actions.

(3) **Ethics and Standards of Conduct.** Administer a comprehensive ethics program governing the relationship of government employees to the defense contractor community and to private and public associations, for example--

- (a) Review Financial Disclosure Statements.
 - (b) Provide post-federal employment retirement counseling.
 - (c) Provide interpretation and application of the Procurement Integrity Act (in conjunction with Business Law Division).
 - (d) Act as agency representative to Office of Government Ethics.
 - (e) Act as advisor on relationships with private associations and defense contractors.
 - (f) Conduct Annual Ethics Training for individuals required to file financial disclosure statements.
- (4) **Freedom of Information Act (FOIA).** Provide advice to AMC FOIA Officer on FOIA requests for all nonprocurement matters, and provide counsel on interface between FOIA and the Privacy Act.
- (5) **Legal Assistance.** Provide legal assistance within the scope of our expertise to military personnel, and family members and retirees that are AMC civilian employees.
- (6) **Investigations.** Advise investigating officers on the procedures for conducting investigations and conduct independent legal review of findings and recommendations.
- (7) Support multidiscipline Teams as directed by the AMC Command Counsel.

5-3.3. **Intellectual Property Law Division.** a. **Mission.** The mission of the Intellectual Property Law Division is to ensure Intellectual Property Rights (IPR) constitute valuable bi-products of the Army's basic research program. The Intellectual Property Rights Program is established jointly between Army Reserve Office (ARO) and HQ AMC Office of Command Counsel to manage IPRs and support the Army's Technology Transfer Program.

b. **Functions.** The function of the Intellectual Property Law Division is to--

- (1) Provide comprehensive intellectual property (IP) law support for ARO's Army-wide basic research mission and for other AMC field activities not having in-house IP counsel. Provide IP legal services relating to inventions, patents, trade secrets, copyrights, trademarks, technical data rights, and all aspects of domestic and foreign licensing.
- (2) Promote technology transfer by developing effective training programs directed at technical and legal personnel throughout AMC and the Army. Develop innovative and simplified model Cooperative Research and Development Agreement (CRADA) documents, Patent License Agreements (PLA), and informative handbooks. Develop and provide training and lecture programs.

Provide policy guidance, support, and coordination to Army laboratory directors, legal offices, and offices of research and technology applications (ORTA) on intellectual property licensing. Serve as representative to DA, DOD, Federal Laboratory Consortium (FLC) and other agencies and support the Army Domestic Technology Program with IP legal support.

(3) Work with academia and industry to leverage grant and contract funds to benefit the national goals of achieving dual use and technology transfer through the mechanisms of grants, cooperative agreements and other transactions authority.

(4) Provide contracting officers and project managers with guidance on rights in technical data, computer software and patent protection for technology arising out of Army research and development contracts.

(5) Investigate, settle and/or deny patent, technical data and copyright infringement claims made against Army acquisitions. Negotiate and prepare agreements for purchase of necessary patent and data rights.

(6) Provide support and coordination with the U.S. Patent and Trademark Office (USPTO). Provide focal point support for the domestic and foreign patent filing program under the Patent Cooperation Treaty and ensure adequate funding of patent activities in the USPTO.

(7) Provide IP legal support to international cooperative programs, foreign military sales, MOUs, data exchange agreements, and other agreements with foreign governments or entities.

5-4. **Commanding General's Staff Group.** a. **Mission.** The mission of the Commanding General's Staff Group (CGSG) is to provide direct support to the CG, AMC, by providing an analytical integrated process team with senior expertise across the AMC Core Competencies for complex problem solving, concept formulation, independent assessments, strategic analysis, strategic planning, and organizational studies; maintaining the integrity of the CG's Transition Plan through implementation and review; and providing technical and administrative support, e.g., providing speeches, presentations and articles for publication.

b. **Functions.** The functions of the CGSG are--

(1) Special Analytical Support to the CG.

(a) Maintain liaison with the offices of the senior Army leadership to assure that AMC (and specifically the CG, AMC) is kept fully abreast of any changes to the "Focus and Direction" of the Army's senior leadership.

(b) Maintain liaison with academia and the private sector for the latest innovations and thoughts on strategic business planning.

(c) Educate the AMC leadership on emerging strategic issues and concepts.

(d) Conduct and provide independent and unencumbered analyses, evaluations, assessments, and "what if" capability on functional, organizational, and management proposals or issues.

(e) Monitor internal and external events and recommend changes in strategic direction accordingly.

(f) Assist the CG, AMC, in developing the command's strategic direction and in communicating it to the entire AMC community.

(2) Transition Plan.

(a) Serve as custodian for the CG's Transition Plan.

(b) Track implementation of all actions identified in Plan.

© Maintain liaison with the Transition Team members and solicit their assistance, as appropriate.

(3) Technical and Administrative Support.

(a) Develop and finalize speeches, presentations and articles for the CG, AMC, to include text, graphics, and all technical/ administrative support, in coordination with the appropriate staff subject matter experts.

(b) Manage the CG's long range calendar in coordination with the HQ AMC Chief of Staff and the CG's Executive Officer.

5-5. **Command Sergeant Major.** a. **Mission.** The mission of the Command Sergeant Major (CSM) is to serve as the senior enlisted advisor to the CG and staff on matters pertaining to soldier welfare, morale, assignments, reassignments, utilization, promotions, privileges, discipline, training, operations, and logistics. Areas of special interest will include Noncommissioned Officer Development Program (NCODP), Self Development Testing, Safety, Drug and Alcohol Abuse, Family programs, soldier and family quality of life, military and civilian education, and equal opportunity.

b. **Functions.** The functions of the CSM are to--

(1) Maintain liaison with MSCs and separate reporting activities (SRA) CSM and senior NCO for the dissemination of instructions and information.

(2) Serve as Chairman, NCODP Advisory Board and President of the AMC Soldier, noncommissioned officer (NCO) and Retention NCO of the Year Boards. Serve as a member of the AMC Excellence in Action Steering Committee, AMC Awards and Decorations Board, and the Brigadier General (BG) J.P. Holland Awards Board.

(3) Provide advice, counsel, and guidance to all AMC soldiers, officer and enlisted, and to DA civilians on an as required/requested basis.

5-6. Continuous Acquisition and Life-Cycle Support (CALS) Requirements Integration Office.

a. **Mission.** The mission of the Continuous Acquisition and Life-Cycle Support Requirements Integration Office is to--

(1) Serve as the Army's functional integrator and user representative of all CALS and CALS-related requirements for digital information in the life-cycle support of acquisition and existing programs, including weapon systems and information management systems.

(2) Serve as functional proponent agency for the Army portion of the DOD-wide CALS program.

b. **Functions.** The functions of the CALS Requirements Integration Office are to--

(1) Serve as the Army functional proponent agent for CALS. Manage the functional aspects of the Joint Computer-aided Acquisition and Logistic Support (JCALS) program within Army. Coordinate JCALS issues among major Army commands (MACOM) and with other Military Services, Defense Logistics Agency and Department of Defense.

(2) Identify functional experts within Army to work on specific Joint Functional Requirements Determination Teams (JFRDT) as convened by the Joint Functional Requirements Council (JFRC).

(3) Review and approve recommendations for consolidation of similar functional requirements to minimize duplication of effort among Army organizations.

(4) Review and approve recommendations for prioritization of competing requirements. Participate in appropriate HQ AMC boards/panels established to review and prioritize requirements.

(5) Provide Army functional interface to the JCALS Program Management Office for functional integration, programmatic, technical, logistic and fielding issues.

(6) Provide support to Army organizations responsible for JCALS executive agency. Provide support to Army organizations fulfilling operational management responsibilities for JCALS.

(7) Provide CALS special interest support for Logistics Business Systems.

(8) Provide the AMC interface to Office of the Secretary of Defense (OSD) and joint offices/organizations/agencies responsible for automation (e.g., Joint Logistics Systems Center) of research, development, and engineering processes within the context of CALS.

(9) Provide input to AMC's representatives on the DOD Logistic

Information Board and the Joint Logistic Commanders on subject matter related to the CALS environment.

5-7. **Congressional Liaison Office.** a. **Mission.** The mission of the Congressional Liaison Office is to serve as the principal advisor to the CG and other AMC officials on AMC matters of concern to Members of Congress, Congressional Staffers, and Committees.

b. **Functions.** The functions of the Congressional Liaison Office are to--

(1) Maintain liaison and coordinate with Congressional liaison representatives throughout the DOD.

(2) Maintain AMC relations with Congress, to include AMC participation in Congressional committee hearings and Congressional relationship with subordinate field elements.

(3) Recommend and coordinate programs and actions that enhance AMC relationship with Congress.

(4) Coordinate, for accuracy, comprehensive responses to the White House and Congressional inquiries.

5-8. **Office of Equal Opportunity.** a. **Mission.** The mission of the Office of Equal Opportunity (OEO) is to manage the AMC program for equal employment opportunity (EEO) for civilians which will--

(1) Establish a representative work force by removing barriers and maximizing work force potential.

(2) Create a work environment free of discrimination by fostering awareness, understanding, and mutual respect among individuals and the diverse groups of the work force.

(3) Recognize management performance in support of program and mission goals and objectives.

(4) Ensure compliance with governing EEO statutes and regulations through program oversight and evaluation.

b. **Functions.** The functions of OEO are to--

(1) Provide advice and consultation to the AMC CG, his staff, and subordinate commanders as appropriate on all matters related to Federal civilian programs of equal employment opportunity.

(2) Develop, recommend, review and/or approve and provide oversight for the full range of policies and procedures in the command as they pertain to or impact the equitable treatment of AMC's human "capital."

(3) Evaluate EEO programs within AMC and provide assistance as required to other MACOMS, HQDA, DOD, and other Federal or non-Federal agencies/organizations.

(4) Serve as a source of expertise in EEO law, equitable employment policies, Federal EEO practices, and related matters.

(5) Provide functional leadership for AMC EEO careerists and interns.

(6) Represent AMC on all EEO-related issues to the community at large, the Congress, special interest groups, and institutions of higher learning.

(7) Develop policy and procedures to ensure implementation of a viable Affirmative Employment Program for the command.

(8) Ensure that AMC discrimination complaint processing systems fully comply with applicable statutes and other guidance, to include alternative methods for complaint resolution (e.g., mediation or other Alternative Dispute Resolution methodologies).

(9) Ensure, operationally and by staff oversight, command compliance with statutes and other guidance pertaining to Special Emphasis Programs for minorities, women, differently abled individuals, and institutions serving these populations.

(10) Operate a fully compliant Affirmative Employment Program for HQ AMC and other serviced organizations.

(11) Operate a fully compliant discrimination complaint processing system for HQ AMC and other serviced organizations; and process those complaints which cannot be processed by subordinate activities or other MACOMs.

5-9. **Historical Office.** a. **Mission.** The mission of the Historical Office (Chief Historian) is to develop policy and procedures for the conduct of AMC Historical Program, perform the historical mission at HQ AMC, represent AMC at DA-level, and provide guidance for AMC subordinate command/activity historians.

b. **Functions.** The functions of the Historical Office are to--

(1) Manage the historical activities of the HQ AMC and MSCs and develop the overall command historical program.

(2) Oversee the overall command oral history program and staff execution at HQ AMC of the oral history program.

(3) Direct the Command Annual Historical Review and staff execution at HQ AMC of the Annual Historical Review.

(4) Manage the Command Historical Sources Collection Program (HSCP) and staff execution at HQ AMC of the HSCP.

(5) Manage the Command Historical Staff Ride Program (HSRP) and staff execution at HQ AMC of the HSRP.

(6) Direct the Command Historical Inquiry Program (HIP) and staff execution at HQ AMC of the HIP.

(7) Provide oversight of the Command Heraldic Program (HP) and staff execution at HQ AMC of the HP.

(8) Manage the command program and staff execution at HQ AMC of the Special and Demand Study Program and Logistics Issues Research Memorandum (LIRM), and monographs as resources would permit.

(9) Perform liaison with the Center of Military History, the Military History Institute, other MACOMs, and other governmental and private historical organizations.

5-10. **Office of the Inspector General.** a. **Mission.** The mission of the AMC Inspector General (IG) is to inquire into and report to the CG upon matters that pertain to the performance of mission and the state of discipline, efficiency, economy, morale, training and readiness within AMC; coordinate IG activities throughout AMC; and perform such other duties as are required by law and regulations or as directed by the Commanding General.

b. **Functions.** The functions of the Office of the Inspector General are to--

(1) Direct and control the AMC IG Activity, ensuring investigations, assistance, inspections, and follow-up are accomplished in an efficient and effective manner.

(2) Provide guidance to the IGs of MSCs to assure unity of effort, efficiency, and to resolve problems.

(3) Provide IG support to MSCs and SRAs that have no detailed Inspector General (IG).

(4) Inform AMC staff and subordinate organizations on IG activities, policies, and procedures to promote understanding and cooperation.

(5) Establish inspection policy for AMC.

(6) Maintain liaison with other inter/intra service IG offices to resolve issues of mutual concern.

5-11. **Internal Review and Audit Compliance Office.** a. **Mission.** The mission of the Internal Review and Audit Compliance (IRAC) Office is to develop and issue major policies, procedures, plans, and programs for the conduct of the

internal review activities throughout the command; provide HQ AMC with an internal audit capability; serve as the AMC point of contact (POC) for all audit matters related to Special Access Programs (SAP); perform audit liaison with external auditors, manage the command reply process for all external audit reports, and keep the AMC command group informed on all external audit issues; provide for the management and oversight of the AMC-wide Management Control Process.

b. **Functions.** The functions of the Internal Review and Audit compliance Office are to--

(1) Internal Review.

(a) Develop and direct AMC-wide IRAC major policy, plans, and programs.

(b) Provide staff advice, assistance, and supervision over AMC-wide IRAC activities.

(c) Evaluate the adequacy and effectiveness of subordinate IRAC activities.

(d) Provide internal review audit services to HQ AMC.

(e) Perform or direct internal reviews that--

1 Concern areas of special interest to HQ AMC or higher authority.

2 Concern audit trends identified by external audit or locally identified.

3 Relate to complex management areas indicating weaknesses which may lead to major problems without improved or corrected conditions.

4 Evaluate the adequacy and effectiveness of AMC's control systems, procedures, practices, and reports relating to accounting, resource management, and associated activities.

(f) Analyze and evaluate external audit reports for any major AMC-wide deficiencies and indications of adverse trends for action by CG.

(g) Perform audits of nonappropriated funds at HQ AMC.

(h) Provide effective liaison with higher authority and professional organizations on matters of internal audit policy and techniques.

(i) Serve as POC within AMC for internal review auditor training.

(j) Provide consultant and troubleshooting services to operating officials in resolving problems.

(k) Prepare and finalize HQ and command input to the Semiannual Report to The Congress.

(l) Serve as the HQ AMC technical expert on all SAP audit-related matters.

(m) Serve as internal review representative on the AMC SAP Oversight Committee (SAPOC) and on the AMC SAP Staff Assistance Team (SAPSAT).

(n) Establish and maintain a consolidated commandwide auditable entity file for SAPs.

(o) Perform audits/reviews/inspections and audit follow-up of SAPS, where appropriate.

(p) Oversee SAP audits performed by AMC subordinate activities where appropriate.

(2) **Audit Compliance.**

(a) Develop and recommend policies relating to external audits within AMC.

(b) Serve as principal advisor to the CG on matters relating to external audits.

(c) Serve as principal POC for external auditors conducting audits within AMC and higher headquarters for external audit matters.

(d) Manage the command reply process for all external audit reports.

(e) Manage and oversee the command external audit follow-up program.

(f) Prepare and finalize HQ and command input to the Semiannual Follow-up Status Report.

(g) Arrange for and attend meetings with external auditors at the headquarters, higher headquarters, or subordinate commands.

(h) Track and report information concerning House Appropriation Committee Surveys and Investigations.

(i) Serve as HQ AMC Management Control Administrator and the central POC on all Management Control matters.

(j) Direct the AMC Management Control Process.

(k) Provide overall guidance, AMC-wide, and establish reporting procedures to accomplish the requirements of the Management Control Process.

(l) Prepare and submit the Management Control Process reports to Assistant Secretary of the Army for Financial Management and Comptroller.

(m) Issue instructions for and coordinate development of the CG, AMC, Annual Statement to the Secretary of the Army.

5-12. **Special Assistant for Joint Activities. a. Mission.** The mission of the Special Assistant for Joint Activities is to serve as personal representative of the CG, AMC, and as AMC member of the Joint Secretariat for matters pertaining to the Joint Logistics Commanders (JLC), i.e., the Commander of AMC, Commander of the Air Force Materiel Command, Deputy Chief of Naval Operations (Logistics), Deputy Chief of Staff (Installations and Logistics)(HQ Marine Corps), and Director, Defense Logistics Agency.

b. Functions. The functions of the Special Assistant for Joint Activities are to--

(1) Initiate, direct, monitor, and report the activities of joint service/agency study groups sponsored by the JLCs.

(2) Screen, select, designate, and advise the AMC members for JLC activities.

(3) Coordinate all activities preliminary and incident to JLC meetings.

(4) Serve as focal point for directives, studies, proposals, and other initiatives or actions from the Office of the Secretary of Defense, Department of the Army, other military services, defense agencies, or within AMC that may affect the operations of the JLC.

(5) Coordinate AMC participation with DOD Senior Logisticians in other forums external to the JLC.

5-13. **Ombudsman. a. Mission.** The mission of the AMC Ombudsman is to assist the CG, AMC in improving the command's operating efficiency, readiness, and strengthening communications.

b. Functions. The functions of the Ombudsman are to--

(1) Serve as the command focal point for business/industry relations, inquiries, and concerns.

(2) Improve the way AMC does business and communicates with industry.

(3) Act on his own personal initiative or call on other command resources to address and resolve problems. (This includes investigation of reported complaints or requests for assistance presented to the Ombudsman by business/industry; and review of policies, regulations and procedures for fairness and equity to the government and industry.)

5-14. **Protocol Office.** a. **Mission.** The mission of the Protocol Office is to provide protocol support, coordinate very important person (VIP) visits, ceremonies and special events involving the CG, AMC and the Command Group.

b. **Functions.** The functions of the Protocol Office are to--

(1) Provide direct protocol support for events both within and outside HQ AMC involving the CG and the Command Group; provide telephonic guidance to MSCs, SRAs, Deputy Chiefs of Staff and Separate Office Chiefs for events not directly involving a member of the AMC Command Group.

(2) Coordinate VIP visits to HQ AMC, to include three star level or above (foreign and domestic, retired and active duty), senior government officials, industry businessmen (Chief Executive Officers, Presidents, and Vice Presidents), members of Congress and their staff and high ranking local officials.

(3) Coordinate, provide guidance, and monitor progress of ceremonies and special events involving a member of the Command Group and report to the Assistant Chief of Staff; develop After Action Report (AAR) for use in the next year's event and maintain all AARs for HQ AMC for special events.

(4) Provide on-site assistance to MSC and SRA conferences hosted by the CG; provide support, when requested, to conferences located in the National Capital Region (NCR) involving high level speakers or attendees; provide only guidance for conferences located outside the NCR and not hosted by CG unless on-site assistance directed by Chief of Staff.

(5) Purchase and maintain inventory of gifts for official use as directed by AR 37-47, Contingency Funds of the Secretary of the Army.

(6) Control use of Protocol parking spaces 1 through 5 outside HQ AMC.

(7) Arrange ground transportation for General Officer and Senior Executive Service Members visiting HQ AMC.

(8) Control availability of conference room 10N40; provide for room configuration, seating, and flag set-up in support of conferences, meetings, ceremonies, and other special events; provide for scheduling audiovisual support for conference rooms 10N40 and 10E14.

5-15. **Public Affairs Office.** a. **Mission.** The mission of the Public Affairs Office (PAO) is to--

(1) Provide operational public affairs (PA) planning and execution.

(2) Conduct, manage, coordinate and oversee commandwide PA programs in Public Communications, Command Information, Plans, Policy and Products.

(3) Advise the CG and staff on PA actions/issues and PA implications of planned actions and activities.

(4) Exercise operational control of the AMC exhibit unit.

b. **Functions.** The functions of the PAO are to--

(1) Develop/implement PA policy per applicable DA/DOD/AMC regulations and policy; oversee implementation by AMC major subordinate commands (MSC).

(2) Plan, manage, and execute AMC PA programs.

(3) Oversee AMC MSC PA programs.

(4) Serve as DA executive agent for public affairs aspects of special programs.

(5) Review and clear speeches, manuscripts, and video products for presentation/publication in the public domain.

(6) Manage HQ AMC PA resources.

(7) Administer AMC PA and Communications Media (PACM) Career and Intern Program.

(8) Manage AMC exhibit program.

(9) Prepare/monitor PA annexes for AMC operational plans.

(10) Coordinate/liaise PA activities among DA, MACOMS, AMC MSCs and, as appropriate, other government agencies.

(11) Plan, conduct, and manage AMC Hometown News Program.

(12) Create/distribute electronic and print information products for use within AMC and, potentially, throughout the Army.

(13) Publish the Command Post.

(14) Load AMC news releases and other PA information onto the worldwide web.

(15) Manage/operate AMC-level of DA Keith L. Ware Award competition program.

(16) Oversee AMC newspaper/command information program.

(17) Provide rapid response on-site guidance and support to MSCs facing major PA issues that have the potential for adverse national attention.

(18) Develop/execute special comprehensive multimedia programs and create the print and video products comprising these.

(19) Respond to national/international news media inquiries on the activities of AMC.

(20) Arrange/coordinate national/international news media interviews with AMC Command Group and staff.

(21) Respond to industry, public inquiries about the activities of AMC.

5-16. **Office of the Special Assistant for Quality.** a. **Mission.** The mission of the Office of the Special Assistant for Quality is to serve as personal representative and principal advisor on Total Army Quality (TAQ).

b. **Functions.** The functions of the Special Assistant for Quality are to--

(1) Support the CG, AMC, in maintaining visible TAQ commitment, involvement and maintaining AMC as the recognized Army leader in TAQ implementation.

(2) Assist AMC leadership in developing an overall plan for implementing TAQ and continuous process improvement that addresses all aspects of AMC business (people, process, training, performance, measurement, recognition, publicity and policy).

(3) Serve as advisor and consultant to the AMC senior leaders and staff on TAQ planning and implementation.

(4) Serve as advisor and consultant to AMC field activities on TAQ planning and implementation.

(5) Maintain continuing interface and liaison with DA, OSD, and other services on TAQ policy and initiatives.

(6) Maintain continuing interface and communication with industry community (to include industry associations) for sharing quality management approaches, successes, lessons learned and addressing/resolving concerns.

(7) Promote publicity to recognize AMC progress, successes, and AMC teams (people) responsible.

5-17. **Safety Office.** a. **Mission.** The mission of the Safety Office is to manage a comprehensive safety program aimed at providing a safe and healthful environment for the AMC work force and at providing soldiers with safe equipment. Objectives of the program are to prevent interruption of the AMC mission resulting from accidents; to eliminate or control unacceptable risks to personnel, facilities, and equipment; to ensure maximum safety consistent with operational requirements in the design of Army materiel; and to protect the public from any adverse effects of AMC operations.

b. Functions. The functions of the Safety Office are to--

(1) Manage AMC occupational safety and health (OSH) matters, including all aspects of installation and industrial safety, motor vehicle safety, aviation safety, ammunition and explosives safety, chemical agent safety, biological defense safety and radiation protection. Establish policy and institute actions necessary to effect compliance with the Occupational Safety and Health Act (OSHA) and related standards and to otherwise control hazards within the organic complex of AMC installations and activities.

(2) Direct system safety programs across AMC. Evaluate system requirements and acquisition documents, test and evaluation master plans, and materiel release actions to assure a sufficient level of safety is integrated into system design.

(3) Manage AMC aviation safety activities. Direct aviation system safety actions and serve as the AMC Aviation Safety Officer for internal aviation safety matters. In both capacities, serve as single point of contact and subject matter expert; evaluate aviation safety programs of subordinate commands, installations, and activities; analyze technical reports of U.S. Army aircraft accidents and Preliminary Report of Aircraft Mishaps (PRAM); administer AMC aviation safety awards; resolve concerns regarding airworthiness and aviation life support equipment; and appoint AMC aircraft accident investigation boards. Control command airspace, terminal air navigation, and air traffic control facilities and serve as the AMC Air Traffic and Airspace Officer.

(4) Ensure that an acceptable level of risk exists in AMC operations involving nuclear, biological, and chemical (NBC) materials. Coordinate with internal and external organizations on NBC safety issues and policies. Establish AMC NBC safety policy and provide subject matter expert to accident investigations, surveys, and other oversight activities.

(5) Direct radiation protection efforts across AMC. Included are management activities dealing with both ionizing and nonionizing radiation, with research nuclear reactors, and with environmental radiological monitoring. Also manage DA-wide programs for licensing and control of industrial ionizing radiation sources and commodities; for ionizing radiation dosimetry; and for radioactive material disposal.

(6) Prescribe and interpret AMC ammunition and explosives safety policy. Implement DOD and DA directives and regulations. Evaluate requests to deviate from established explosives safety standards and practices.

(7) Provide for management evaluations of the safety programs of subordinate commands to assess their adequacy, effectiveness, strengths, weaknesses, and compliance with established requirements covering all safety program areas. Coordinate and monitor safety-related surveys, inspections, and evaluations performed by other organizations. Monitor corrective actions for survey findings.

- (8) Administer the Safety Management Career Program within AMC.
- (9) Develop and manage an installation safety program for HQ AMC.
- (10) Administer a command accident reporting, analysis, and countermeasure program.

5-18. **Army Reserve Office (ARO).** a. **Mission.** The mission of the Army Reserve Office (ARO) is to provide advice, assistance and expertise to the command on all matters pertaining to or impacting upon the U.S. Army Reserve (USAR) and to represent the interests of the USAR within Army Materiel Command.

b. **Functions.** The functions of the Army Reserve Office are to--

(1) Participate actively and provide advice and assistance to the command in the formulation, coordination and administration of policies, plans, and programs relevant to or impacting upon the USAR within AMC's area of responsibility.

(2) Serve as the principal point of contact for the command with the Office, Chief of Army Reserve (OCAR), with the U.S. Army Reserve Command (USARC) and its subordinate troop program unit elements and with the Army Reserve Personnel Center (ARPERCEN).

(3) As a Special Staff office, coordinate all actions with the appropriate coordinating staff office having parallel lead functional responsibility for ARO actions.

(4) Provide commandwide program management for USAR personnel assigned to AMC -- Active Guard and Reserve (AGR), Individual Mobilization Augmentee (IMA), Individual Ready Reserve (IRR) or other categories as appropriate.* Recommend the distribution of USAR assets (AGR, IMA, IRR) within the command.

(5) Administer command programs providing options for additional individual manpower for AMC requirements (other than war and crisis).*

* **NOTE:** AMC DCSPER retains lead agency responsibility for personnel administration and personnel services for all assigned personnel regardless of component.

- Temporary Tour of Active Duty (TTAD): for requirements stemming from or in support of missions assigned to the active Army.

- Active Duty for Special Work (ADSW): for requirements stemming from or in support of missions assigned to the Army Reserve.

(6) Monitor command vision, priorities and direction and ensure Reserve Component Integration (RCI) is considered, planned, coordinated and implemented, where applicable. Coordinate RCI opportunities with the USAR, as required.

(7) Provide staff leadership in identifying, organizing and prioritizing training opportunities for reserve component (RC) forces within AMC. Provide approved opportunities to the RC and manage AMC efforts through to successful conclusion.

(8) Through broad-based participation, monitor the logistics interests of the USAR within AMC; advocate the effective management of USAR logistics-related processes, interests and issues within AMC; and ensure AMC logistics support to the USAR consistent with readiness, priorities, regulation and available resources.

(9) Serve as HQ AMC lead agency for the activities of the Reserve Forces Policy Board (RFPB) and the Army Reserve Forces Policy Committee (ARFPC).

(10) Provide administrative support to AMC's General Officer Reserve Component Policy Council (RCPC).

(11) Provide HQ AMC staff supervision of the Hi-Tech Regional Training Site - Maintenance (RTS-M) at Tobyhanna Army Depot (TYAD).

5-19. **Senior Advisor for Army National Guard (ARNG).** a. **Mission.** The mission of the ARNG advisor is to provide advice, assistance, and expertise to the AMC Command Group, staff, and subordinate command on all matters pertaining to or impacting upon the Army National Guard (ARNG) and to serve as central focal point for ARNG-related policy matters within HQ AMC.

b. **Functions.** The functions of the ARNG advisor are to--

(1) Participate actively in the formulation, coordination, and administration of policies, plans, programs and regulations pertaining to or impacting upon the ARNG within the AMC area of responsibility.

(2) Serve as the official principal POC for HQ AMC and subordinate commands with the National Guard Bureau (NGB).

(3) Provide advice and assistance in the development, formulation, and review of plans, programs, and studies concerning readiness, equipping, logistics support, and training assistance to the ARNG.

(4) Monitor the scheduling, use and training provided to ARNG units during annual training and inactive duty training at AMC installations and activities.

(5) Participate actively in the development and implementation of programs that ensure commandwide awareness and support of the ARNG, including the affiliation and mutual support programs.

***NOTE:** AMC DCSPER retains lead agency responsibility for personnel administration and personnel services for all assigned personnel regardless of component.

- Temporary Tour of Active Duty (TTAD) : for requirements stemming from or in support of missions assigned to the active Army.

- Active Duty for Special Work (ADSW) : for requirements stemming from or in support of missions assigned to the Army Reserve.

(6) Provide advice and assistance for the use of ARNG elements in the development and implementation of the command's mobilization and emergency plans.

(7) Assist in the development and review of mobilization stationing plans for ARNG units at AMC installations/activities.

(8) Prepare and present briefings on the mission, role, capabilities, and requirements of the ARNG and the AMC support program for the ARNG newly-assigned depot commanders and key staff officers of AMC commands/activities.

(9) Act as project officer for specific AMC programs and/or projects involving the ARNG such as Reserve Component support for AMC base closure.

(10) Monitor the current readiness posture of ARNG units, with emphasis on early mobilizing and deploying units. Recommend actions as appropriate to enhance materiel readiness.

(11) Coordinate with appropriate HQ AMC staff elements and/or subordinate commands in expediting delivery of essential items of equipment needed by ARNG units for training or to attain required readiness of equipment on-hand.

(12) Monitor and provide assistance as needed to ensure maximum effectiveness of ARNG Dedicated Procurement Program (DPP).

5-20. Office of Small and Disadvantaged Business Utilization (SADBU).

a. **Mission.** The mission is to ensure the award of a fair portion of contracts to Small and Disadvantaged Businesses; promulgate policy, establish procedures, publish direction and guidance for AMC MSCs; act as principal advisor to the AMC Command Group and Deputy Chiefs of Staff on all matters pertaining to the Small Business Program; and provide guidance to SADBU Specialists at the MSCs and evaluate their performance.

b. **Functions.** The functions of SADBU are to--

(1) Develop and assign commandwide performance goals for all socioeconomic elements of the program.

(2) Establish and maintain continuing liaison with industry via outreach counseling.

(3) Develop/implement innovative methods for doing business with all businesses that qualify under the various socioeconomic programs.

(4) Support members of Congress through participation in Business Opportunity and Federal Procurement Conferences.

(5) Act as initial POC and focal point for industry inquiries.

5-21. **Special Analysis Office. a. Mission.** The mission of the Special Analysis Office is to--

(1) Research, analyze, and evaluate commandwide policies, programs, systems, and procedures to ensure efficient functioning of the command and to recommend changes thereto to strengthen the command's performance and operating efficiency.

(2) Analyze long-range plans, programs, and requirements forecasts (in terms of both dollars and manpower) and recommend appropriate command action in keeping with sound business practices.

(3) Analyze, plan for, recommend and implement changes to infrastructure, organizations, manpower and dollars to ensure a balanced, efficient utilization of command resources and optimum performance of the command.

(4) Manage, integrate and monitor all AMC base realignment, closure and reuse actions resulting from Base Realignment and Closure (BRAC) Act decisions.

b. Functions. The functions of the Special Analysis Offices are to--

(1) Establish and maintain an analysis program for a variety of high priority programs, projects, and subjects.

(2) Provide for analysis, synthesis, and evaluation of quantitative data reflecting work load, requirements and performance data.

(3) Provide a quick reaction analysis, assessment and problem-solving capability when required by urgent or sensitive situations.

(4) Analyze plans and programs to determine relationships and balance.

(5) Define and conduct management studies relating to the development of new or existing management systems, models, operating policies, procedures, methods, and organizational concepts.

(6) Evaluate and recommend organizational and resource alternatives or changes in mission for subordinate elements.

(7) Manages development of future years requirements, to include integration of all BRAC actions and implementation actions.

(8) Control BRAC funds and manpower.

(9) Provide representation as required at conferences and meetings with representatives of DA, DOD, OMB, GAO, other commands, and Government agencies on matters pertaining to special analysis plans, programs, or projects.

(10) Provide operational control over the U.S. Army Materiel Command Management Engineering Activity (USAMEA).

(11) Provide membership to the AMC Resource Integration Council (RIC).

(12) Provide membership to the AMC Resource Action Committee (RAC).

(13) Provide membership to the Headquarters AMC Information Management Board (IMB).

5-22. **Office of the Surgeon.** a. **Mission.** The mission of the Office of the Surgeon is to provide policy and guidance to HQ AMC and subordinate elements on all medical matters.

b. Functions. The functions of the Office of the Surgeon are to--

(1) Serve as the single POC in HQ AMC for medical policy and technical medical guidance to assure conformance with medical doctrine and practices.

(2) Integrate occupational health with all aspects of industrial operations to minimize illness and injury losses suffered by both the military and civilian work forces.

(3) Enhance deployment medical readiness by establishing and implementing effective predeployment preventive medicine guidelines and training for all deployable personnel.

(4) Promote a healthy and fit work force by optimizing the partnership agreement between U.S. Army Medical Command (MEDCOM) and AMC for providing occupational health care and industrial hygiene services to civilians.

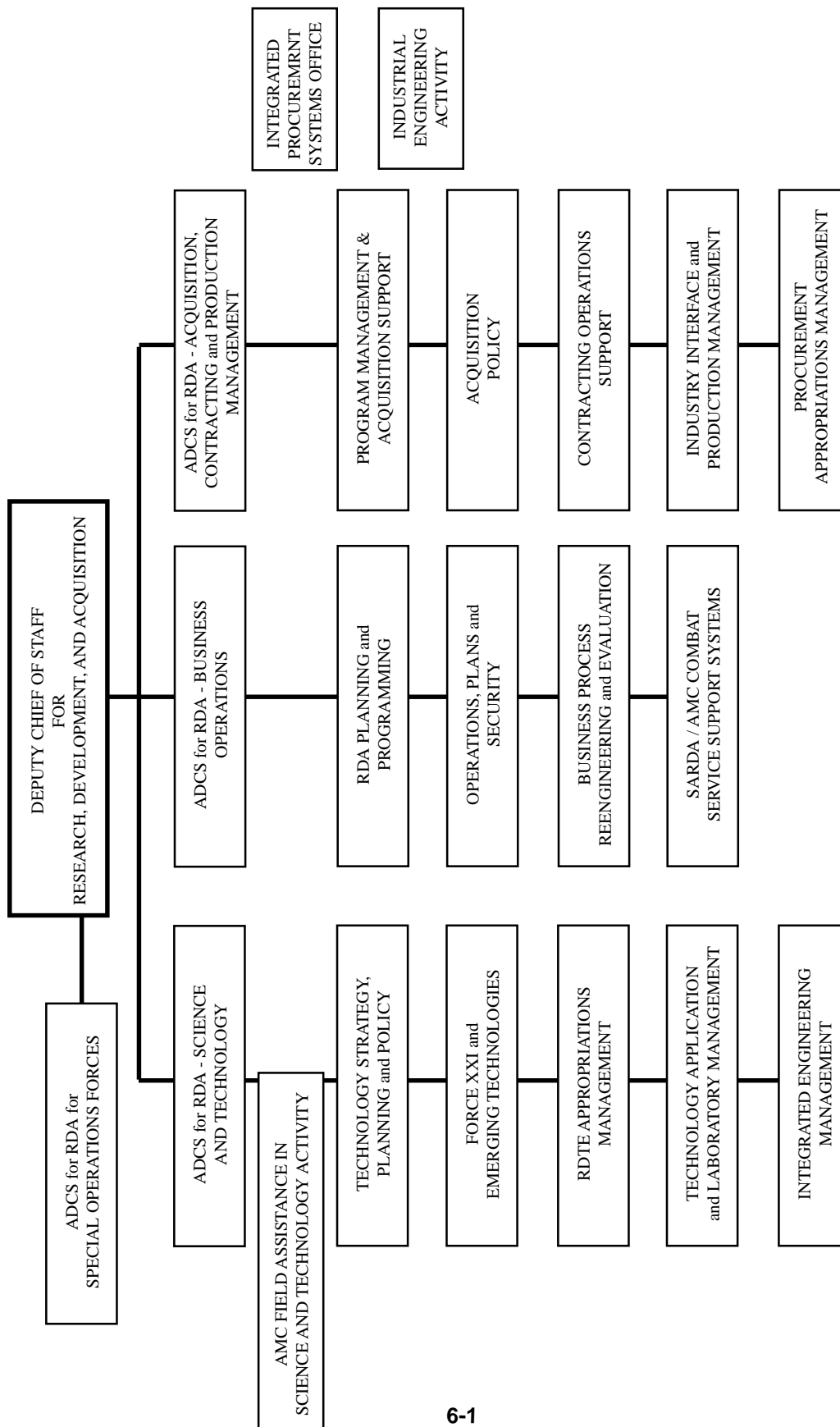
(5) Minimize risk to soldiers from fielded equipment by continuing to support materiel developers in conducting Health Hazard Assessments of all developmental equipment.

(6) Coordinate medical care, preventive medicine, environmental health, and pollution matters with the Office of The Surgeon General and MEDCOM, as appropriate, to assure consistency with established medical practices or to develop new medical guidance.

(7) Support medical aspects of the Chemical and Nuclear Surety programs for AMC and the AMC IG.

CHAPTER 6

DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT, AND ACQUISITION



CHAPTER 6

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR RESEARCH,
DEVELOPMENT AND ACQUISITION

6-1. Deputy Chief of Staff for Research, Development and Acquisition (DCSRDA). The mission of the DCSRDA is to: Direct, integrate, facilitate, and administer AMC's research development, and acquisition programs that sustain the soldier's technological edge. Develop and implement initiatives to improve the technology generation and application, the acquiring, and the business management processes. Manage AMC's research, development, test, and evaluation (RDTE), procurement, and assigned DA and DOD appropriations. Perform assigned executive agent functions.

Specifically, the DCSRDA mission is to--

a. Integrate program planning, formulation and prioritization throughout Army Materiel Command (AMC) for all RDTE functional processes dedicated to the Technology Base, Advanced Development, Engineering and Manufacturing Development, and Production and Deployment activities required for weapons/materiel systems acquisition.

b. Promulgate a macro-level strategic planning process throughout AMC to achieve total RDA integration.

c. Integrate functional engineering policies and procedures through use of concurrent engineering principles to support total RDTE and procurement integration.

d. Ensure total management for assigned programs per AR 70-1, to include--

- o Army Standardization Program
- o Configuration Management
- o Technical Data
- o Value Engineering Program
- o Operation and Support Cost Reduction Program
- o Modification Management
- o Materiel Release Fielding and Transfer Program
- o Science and Technology Program
- o Army Data Management Program
- o Quick Fix Combat Identification Program

e. Function as the Army proponent for Counterdrug, Research, Development and Acquisition activities per AR 70-1.

f. Manage Army portions of the DOD initiative on military specifications and standards acquisition reform under the authority of the Army Standards Improvement Executive; also serve as proponent for the Army Implementation Plan for Blueprint for Change, Toward a National Production Base.

g. Serve as the Army proponent for direct environmental functional support to Program Executive Officer (PEO) and non-PEO programs per AR 70-1.

h. Serve as the Army Executive Agent for Physical Security Equipment (PSE) per 70-1.

i. Serve as program manager for AMC managed Procurement Appropriation, Army (PAA); governing aircraft, weapon systems, missiles, communications and electronics equipment, tactical and nontactical vehicles and other support equipment (excluding ammunition and PAA-funded secondary items); also, serve as PAA appropriation manager for AMC-controlled PAA funding.

j. Serve as program manager for AMC-managed RDTE Appropriation, Army; covering all weapons systems and equipment; also serve as the RDTE appropriation manager for AMC controlled RDTE funding.

k. Provide AMC staff leadership for program review and analysis for AMC-managed RDTE and procurement programs, and coordinate with Headquarters, Department of the Army (HQDA), and Office of the Secretary of Defense (OSD) on matters of program, budget, and policy.

l. Serve as the DA appropriation director for Other Procurement, Army, Budget Activity 1, (OPA-1); Tactical and Support Vehicles, and Budget Activity 3 (OPA-3); Other Support Equipment and the associated RDTE programs and budgets. Provide all Army Acquisition Executive (AAE) and Assistant Secretary of the Army for Research, Development, and Acquisition (ASA(RDA)) staff management and support functions necessary to develop, justify, provide, and review all programs and budgets in these appropriations.

m. Provide staff support to those Product Managers (PM) reporting directly to HQ AMC.

n. Direct integration and coordination of the planning, programming, budgeting, and execution of overall resources through the evaluation and assessment of multiappropriation resources to support systems development, procurement, deployment and materiel changes for AMC-managed systems.

o. Provide programming, planning, budgeting and execution for headquarters managed Research, Development and Acquisition (RDA) process activities conducted by HQ AMC and/or MSCs. This includes integrating, synchronizing, managing and directing: (1) Army Science and Technology Master Plan (ASTMP) portion of the Research, Development and Acquisition Plan (RDAP), (2) Science and Infrastructure Research, Development and Acquisition Plan (SIRDAP), (3) Industry Visits to Army Units, (4) Special Access Programs (SAP) and (5) Special Operations Forces (SOF) activities.

p. Serve as the Science and Technology Base Process Owner for AMC Business Planning Strategies. Apply Total Quality Management (TQM) principles for continuous improvement to all the processes.

q. Conduct Army reviews of Foreign Acquisitions of United States (U.S.)-owned companies in support of Committee on Foreign Investment in the U.S.

r. Serve as a member of the AMC Senior Resource Action Committee.

s. Manage the AMC SOF program for development, acquisition and support of SOF mission materiel.

t. Serve as the AMC principal focal point for Test and Evaluation (T&E) at U.S. Test and Evaluation Command (TECOM) and U.S. Army Materiel Systems Analysis Activity (AMSAA).

u. Serve as the Army Principal of the Joint Directors of Laboratories (JDL).

v. Direct and exercise operational control over the following:

- o U.S. Army Industrial Engineering Activity, Rock Island, IL
- o U.S. Army Special Projects Support Activity, Fort Belvoir, VA
- o AMC Field Assistance in Science and Technology Activity, Fort Belvoir, VA
- o Integrated Procurement Systems Office, Alexandria, VA

w. Serves as AMC principal focal point for the U.S. Army Training and Doctrine Command (TRADOC) Partnerships and future concepts and technologies.

x. Serve as the Army's Executive Agent for Technical Data Management.

y. Serve as the Army point of contact (POC) for the Joint Engineering Data Management Information Control System (JEDMICS) and the Army voting member of the JEDMICS Configuration Control Board.

z. Serve as the AMC Office of Primary Responsibility for the Joint Logistics Commanders' Joint Policy Coordinating Group for Computer Resources Management.

aa. Synchronize the capabilities and products of AMC's core competencies to support combat operations and contingency operations and identify technology opportunities for near-term, mid-term, and long-term future Army. Identify and assess current technologies for immediate application as well as emerging technologies for long-term application in the future Army.

bb. Direct and control the AMC materiel development management activities pertaining to acquisition direction and management.

cc. Direct and control the planning and execution of the AMC acquisition mission which includes the development and implementation of plans, policies,

programs, and procedures relating to acquisition management. Provide the staff with direction and guidance for all aspects of the administration and technical and professional service required to facilitate and support the acquisition process.

dd. Direct support of the functional chief for DA Engineer and Scientists (Nonconstruction) in assigned subcareer programs.

ee. Direct performance of executive level oversight to ensure that AMC acquisition-related policies and procedures are in compliance with applicable statutes, DOD directives (5000 series) and HQDA policy and regulations governing materiel systems acquisitions.

ff. Direct executive level oversight to identify and analyze emerging business trends in both industry and governmental operations.

gg. Direct performance of the Acquisition process.

hh. Direct support of the Command Career Program for Career Program 14.

ii. Direct the conduct of Procurement Management Reviews (PMR) to evaluate the effectiveness of the MSCs and activities.

jj. Direct and control AMC project management structure.

kk. Direct and control matters pertaining to the implementation of the Defense Acquisition Workforce Improvement Act (DAWIA) and the development of the Army Acquisition Corps within AMC.

ll. Direct and control the maintenance of current automated systems and support the development of automated DOD procurement systems.

mm. Manage Army Pollution Prevention Program.

6-2. Assistant Deputy Chief of Staff for Research, Development and Acquisition - Acquisition, Contracting, and Production Management (ADCSRDA-A).

The mission of the ADCSRDA-A is to: Direct, implement, and administer programs and initiatives to foster excellence and technology generation/adoption in the AMC acquisition business area, to include contracting, production management, procurement appropriations, and acquisition information technology. Aggressively and effectively lead the implementation of initiatives to reduce the time to acquire goods/ services, and migrate to a seamless business and information environment while improving the quality, efficiency, and integrity of the acquisition process.

Specifically, the ADCSRDA-A mission is to--

a. Manage the Industrial Base Management Program.

(1) Integrate Industrial Base Management with Production Base Capital Investment programs.

(2) Serve as focal point for industry interface, test and evaluation, product assurance, production management.

b. Develop and implement a program to manage PM systems acquisition in AMC.

(1) Serve as sponsor for all activities relating to PM organizations, including the transfer to/from Army Program Executive Officer (PEO) structure.

c. Oversee and manage RDA career programs, including Engineer and Scientists, Contracting and Acquisition.

(1) Manage implementation of the Defense Acquisition Workforce Improvement Act.

(2) Manage the development and implementation of the Army Acquisition Corps.

d. Manage (leverage and obtain) AMC's Procurement Appropriations and assigned Operation and Maintenance (OMA) elements.

(1) Prepare/coordinate the development, justification, and defense of AMC budgets.

(2) Ensure independent and effective execution of annual budgets.

(3) Establish policies and procedures to govern the financial execution of programs.

e. Manage procedures and policy governing contracting and systems acquisition, including developing and implementing a program to institutionalize acquisition reform within AMC.

(1) Work with OSD and ASA(RDA) to develop acquisition reform and streamlining policy.

(2) Provide policy interpretation and procedural guidance.

f. Develop and implement a program to aggressively reengineer acquisition business operations in AMC, strategically focusing on streamlining (Administrative Leadtime reductions) and operational efficiencies to offset manpower reductions.

(1) Integrate information technology with Business Process Reengineering/Improvement.

(2) Manage implementation of related initiatives, including success measurement through formal Review and Analysis.

g. Oversee and evaluate performance of AMC subordinate acquisition activities, and assess effectiveness of AMC acquisition initiatives.

(1) Serve as Head of Contracting Activity for selected field activities.

(2) Manage special contracting programs, e.g., Secure Environment and Special Access Programs, Contracted Advisory and Assistance Services Program, Army Study Program.

h. Develop and implement an acquisition information management system within AMC.

(1) Implement technology solutions for the acquisition business area.

(2) Move toward a seamless acquisition information technology environment.

6-3. Program Management and Acquisition Support. a. **Mission.** Serve as the sponsor within Headquarters (HQ) AMC for all matters pertaining to the management of AMC Project or Product Management (PM) organizations and the central coordinating activity for the transfer of PMs and programs to, or from, the Program Executive Officer structure. In addition, serve as the AMC management office for all matters pertaining to the Army-wide Engineer and Scientists (Nonconstruction) Career Program, the AMC Contracting and Acquisition Career Programs, the AMC implementation of the Defense Acquisition Workforce Improvement Act (DAWIA), and the development of the Acquisition Workforce (AWF) and the Army Acquisition Corps (AAC).

b. **Functions.** The Program Management and Acquisition Support functions are to--

(1) Develop, implement and maintain a communications process between HQ AMC and the AMC PM organizations through routine dialog, correspondence, visits, newsletters, video teleconferences and annual AMC PM Conferences.

(2) Serve as the PM advocate facilitating the resolution of AMC PM office issues and needs, with other AMC elements (HQ and subordinate activities), HQDA, and DOD.

(3) Develop, implement and maintain an automated data network to facilitate coordination of issues and information between HQ AMC and the AMC PMs.

(4) Serve as the HQ AMC focal point for the Acquisition Category List, AMC attendance at the Army Systems Acquisition Review Council (ASARC), PM establishments/renewals/disestablishments, AMC portion of the DA PM Listing, and the designation of AMC program Milestone Decision Authority (MDA).

(5) Develop and implement a plan to transfer designated PMs to AMC. Provide policy, direction and oversight to the transfer activities.

(6) Develop and implement AMC specific policy, direction, oversight and analysis for implementation of the DAWIA.

(7) Develop and implement the identification, validation, tracking, and revalidation process for both military and civilian acquisition positions (MAPL and CAPL). Coordinate and develop education, training, career development and promotion opportunities for the AMC acquisition workforce.

(8) Develop, implement, and monitor the Contracting and Acquisition Career Program (CP14) Army/AMC policy and procedures affecting recruitment, career development, and management.

(9) Provide staff support to the Commanding General, AMC in his/her capacity as the Army Functional Chief (FC) and Personnel Proponent for the Engineers and Scientists (Nonconstruction) Career Program and to his/her designated Functional Career Representative (FCR).

(10) Develop, implement and evaluate policy addressing all aspects of life cycle management of the Army-wide E&S (NC) Career Program. Serve as the Secretariat for the DA E&S (NC) Career Program Planning Board.

(11) Manage the overall recruitment, training, development, and recognition for the Army-wide E&S (NC) Career Program.

(12) Monitor Equal Employment Opportunity application throughout the Army-wide E&S (NC) Career Program.

(13) Develop, implement and operate systems to enhance communications and information dissemination to support career program management and the AMC acquisition work force.

(14) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-4. Acquisition Policy. a. **Mission.** Serve as the focal point for procedures/policy governing the contracting and systems development processes, including acquisition reform and streamlining. Provide procedural guidance and policy interpretation. Assist OSD and OASA(RDA) in formulating contracting and systems management policy. Act as the agent for the customer in identifying and resolving acquisition policy issues. Be the HQ AMC Competition Advocate. Serve as Army member for Joint Logistics Commanders' Joint Group on Acquisition.

b. **Functions.** The Acquisition Policy functions are to--

(1) Develop and manage the implementation of broad acquisition reform initiatives, improvements and studies identified by Congress, DOD, and DA as specified by CG AMC, the PDA and the DCSRDA. Conduct assessments of systems management problem areas and recommend appropriate policy changes.

(2) Support HQDA in developing and implementing Army acquisition management policy, and interpreting and influencing DOD acquisition policy.

(3) Analyze, justify, and process requests for waiver, deviations, (class or exempted) or changes to the FAR, DFARS, and Army Federal Acquisition Regulation Supplement (AFARS).

(4) Develop and implement policy as the Army representative on Defense Acquisition Regulation (DAR) and Defense Federal Acquisition Regulation Supplement Committees and participate in DAR/DFARS/AFARS studies.

(5) Develop and implement AMC's position on DODD 5000.1; DOD 5000.2-R; AR 71-9; and other regulatory documentation that covers overall acquisition policy or milestone review decision process.

(6) Develop and implement Army acquisition policy in AR 70-1 and DA PAM 70-3, Materiel Acquisition Handbook.

(7) Develop procedures to foster and facilitate commercial/NDI acquisitions. Assist OSD with DOD Handbook 5000.37H, "Nondevelopmental Item Acquisition."

(8) Develop and implement procedures/policy on type classification of materiel and act as AMC point of contact for materiel release.

(9) Develop AMC procedures on the implementation of the Army's Should Cost Program, Design to Cost (DTC) and Cost as an Independent Variable (CAIV).

(10) Interface with the combat developer to link user requirements formulation policy and systems management policy.

(11) Coordinate the assignment of popular names for major items of Army equipment and for assignment of mission design series designations.

(12) Develop and implement source selection procedures.

(13) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-5. Contracting Operations Support. a. **Mission.** Serve as the AMC agent for assessing, and providing assistance in, the practice of contracting initiatives throughout the command. Serve as the focal point for contingency contracting activities. Provide the AMC interface for Secure Environment Contracts and Special Access Programs. Act as the single focal point for administrative leadtime/production leadtime (ALT/PLT) issues. Directly support the Head of Contracting Activity and serve as the Principal Assistant Responsible for Contracting for selected field commands. Be the DCSRDA LOGCAP interface. Manage the AMC Contracted Advisory and Assistance Services program and the Army Study program.

b. **Functions.** The Contracting Operations Support functions are to--

(1) Conduct the Procurement Management Review program assessing contracting practices, to include the credit card program, and provide directions to make the best integration of acquisition improvements.

(2) Conduct the Contract Pricing Review program by developing and implementing direction for subordinate command contract pricing procedures.

(3) Provide contracting guidance and staff assistance in the form of Source Selection Assistance Teams to respond to problem resolution requests from Directors of Contracting, MSC Commanders, or Program Managers.

(4) Provide representation and interaction on the Secure Environment Contracting and Special Access Programs multifunctional team.

(5) Provide selected delegated authority, guidance and responses to field commands as the Head of Contracting Activity and/or Principal Assistant Responsible for Contracting.

(6) Manage procurement lead time reduction by providing analysis and recommendations for contract protest override decisions.

(7) Provide acquisition assistance and advice to the AMC LOGCAP community.

(8) Develop and implement a Functional Area 97 deployment matrix system.

(9) Establish and maintain a network of command Contracted Advisory and Assistance Services and Army Study representatives. Provide program guidance to these representatives and maintain program processing and approval procedures.

(10) Provide membership on Source Selection Advisory Councils to ensure adequate treatment of price and cost issues in major source selections.

(11) Provide advisory reviews of Price Negotiation Memoranda to identify weaknesses in computational methodologies or faulty assumptions to improve contract pricing practices.

(12) Manage a program of Administrative Lead Time/Production Lead Time (ALT/PLT) reduction through evaluation and analysis of MSC data.

(13) Provide management guidance for the Contracting XXI program to identify and implement efficiencies resulting in smaller, more efficient contracting organizations.

(14) Act as the proponent for the Central Procurement Work Loading Report.

(15) Monitor contract operations in AMC by reviewing, on a regular basis, contract actions (number, status, type).

(16) Serve as members/leaders of DCSRDA Integrated Product Team (IPT) to expand the performance capability of the Team and staff elements.

(17) Provide acquisition assistance and advice to the AMC Quick Reaction Office.

(18) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-6. Industry Interface and Production Management. a. **Mission.** Evaluate acquisition activities and manage programs enhancing the acquisition process. Integrate Industrial Base Management and production base capital investment programs. Serve as the focal point for Industry Interface, Test and Evaluation, Product Assurance, Industrial Base Management and Production Management.

b. **Functions.** The Industry Interface and Production Management functions are to--

(1) Develop and analyze acquisition data and reports to identify trends and root causes for problems/successes. Analyze and evaluate MSC performance of acquisition activities to recommend improvements to processes and policies.

(2) Act as the proponent for acquisition process metrics for areas this team is responsible (i.e., testing, Quality Assurance,...)

(3) Exercise overall staff management and administration of the AMC Advance Planning Briefing for Industry (APBI) Program to enhance early industry involvement in acquisition planning. Establish policies and procedures, provide guidance, integrate scheduling and evaluate implementation. Act as proponent for AMC-C 1-4, Advance Planning for Industry.

(4) Manage the Technical Industrial Liaison Office (TILO). Serve as principal AMC POC for liaison with industry on matters related to research, development and acquisition of Army materiel. Serve as the HQ AMC focal point for policy and guidance for TILOs at subordinate MSCs.

(5) As the Industry Interface serve as the HQ AMC focal point for unsolicited proposals.

(6) Act for the Commanding General as DA Executive Agent for the Army Warranty Program. Institute warranty reviews, determine compliance and operate data collection and reporting methods in consonance with DCSLOG, HQDA objectives. Sustain compatibility of warranty executions methods with the standard Army supply and maintenance logistics support systems. Issue policy guidance to sustain compatibility between acquired warranties and the standard Army execution procedures.

(7) Issue guidance for the technical requirements of warranties on Army acquired items. Issue guidance to institute data collection and reporting used to identify warranties, determine compliance, and facilitate warranty effectiveness evaluations. Provide a weapons system warranty clause information service for materiel developers (MATDEV).

(8) Represent the Army on the Defense Acquisition regulation (DAR) Quality Assurance Committee.

(9) Act as the proponent for all Government property policies and issues; develop/implement AMC/DA/DOD guidance; participate in property assessment/reviews; manage Government property furnished to contractors; and provide assistance/guidance to the MSCs and SRAs.

(10) Responsible for managing/processing nonconforming materiel modifications received from investigative agencies.

(11) Provide technical assistance and represent AMC, as required, on Quality Assurance Program activities.

(12) Ensure total management for assigned Product Quality Assurance Programs.

(13) Provide direction and analysis of a policy for MSC's management of production deliveries for contracts and in-house production facilities.

(14) Coordinate AMC production management initiatives among MSCs and Defense Contract Management Command (DCMC) to maintain consistency and accomplish improved delivery of deliverables.

(15) Provide a single Army voice for communicating MSC production support requirements to DLA (DCMC).

(16) Provide technical support to HQ AMC contract management officials who are evaluating specific contract delivery issues.

(17) Act as POC on AMC's program to improve spare parts acquisition. Provide responses to Command Group, Congress, OSD, DA, industry, other services and AMC MSCs on inquiries on spare parts acquisition as they relate to testing, quality and production issues.

(18) Manage Roadshows, the Atlanta Conference, Association of the U.S. Army (AUSA), and CG Chief Executive Officer (CEO) Conferences.

(19) Develop, write and promulgate policy to improve the effectiveness and efficiencies of processes inherent to the Industrial Base Management and to apply Acquisition Reform initiatives to these processes.

(20) Provide budget requirements for the functional areas supported by the team.

(21) Develop and promulgate a process for integrated Industrial Base Management. Ensure this process provides for--

(a) Determination of critical industrial sectors and processes.

(b) Identification of critical materiel items and requirements.

(c) Procedure for planning with industry for maintenance and retention of critical processes, producers and sectors.

(d) Guidance for functional support for integration of industrial base programs into program-managed weapon systems.

(e) Analysis of industrial base data and trends for development and integration of industrial base strategy, policy and documentation to integrate an industrial base program in to the acquisition process.

(f) Provide technical staff assistance and policy oversight of the implementation and execution of the Defense Priorities and Allocation System (DPAS) and Strategic and Critical Materials. Provide technical assistance to PM/PEOs, buying commands, industry, HQDA and OSD for DPAS policy, actions, coordination and information.

(22) Provide staff supervision and oversight of the integration of assigned RDTE functional programs.

(23) Develop and promulgate a process for maintenance of core R&D functional competencies (i.e., Quality, Production Management, and Test and Evaluation Management) required to have total R&D process integration.

(24) Integrate and ensure policy compliance for T&E life cycle management, and T&E facilities and capabilities.

(25) Serve as AMC T&E manager and secretary for the Army T&E Managers Committee.

(26) Serve as AMC focal point for Army's Test Schedule Review Committee.

(27) Develop, promulgate and manage a process for Total Army Management and Continuous Process Improvement of Army Materiel RDTE, Acquisition and Procurement processes.

(28) Support DCS and Command initiatives, e.g., Single Process Initiative, Modernization Through Spares, Efficiencies, Strategic and Business Plans, etc.

(29) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-7. **Procurement Appropriations Management.** a. **Mission.** Obtain and effectively manage procurement (including funded reimbursable authority) and OMA financial resources for the DCSRDA mission. Manage the AMC procurement appropriations (Aviation, Missiles, Weapons and Tracked Combat Vehicles, and Other Procurement, Army, Budget Activity 2), and assigned OMA program elements (Industrial Preparedness Operations, End Item Procurement Operations, Defense Standardization Program, DOD Food Program, and Government Industry Data Exchange Program). Prepare or coordinate development, justification, and defense of AMC Future Years Defense Program and annual budgets. Maintain fiscal control and ensure independent effective execution of annual budgets. Direct establishment of policies and procedures and guidance governing the development and execution of programs and financial resources required to support, maintain and retain an industrial base capable of responding to current and emergency procurement actions.

b. **Functions.** The Procurement Appropriations Management functions are to--

(1) Develop, implement, defend, execute, review, reconcile, and manage the program and budget for assigned procurement appropriations and assigned OMA program elements throughout the Army Planning, Programming, Budgeting, and Execution (PPBES) cycle.

(2) For assigned procurement appropriations and OMA program elements: provide program and financial advice and assistance to AMC leadership, subordinate commands and others as required. Prepare and issue program guidance to subordinate commands and other field activities. Ensure overall integration and balance between program segments of RDTE, procurement and OMA.

(3) Develop and implement AMC level guidance, policies, procedures and instructions on preparation, review, approval and defense of the budget estimates and other program and budget documents for assigned procurement appropriations and OMA accounts throughout the PPBES cycle. Establish policies and procedures for collecting budget execution data. Develop and submit to HQDA the obligation plan for assigned procurement appropriations.

(4) Manage the AMC Funded Reimbursable Authority for procurement appropriations. Submit and defend requirements, develop procedures for control, reporting, analysis of performance, and execution of funds.

(5) Coordinate all budget issues with appropriate organizations within AMC headquarters, HQDA, and the subordinate activities.

(6) Participate in preparation, revision and administration of regulations pertaining to assigned procurement appropriations and OMA accounts. Initiate, monitor, and manage above and below threshold reprogramming.

(7) Perform financial management for the procurement Production Base Support (PBS) program and Value Engineering (VE) program.

(8) Control release of funds for execution, control and manage program release documentation, establish policies and procedures to manage, account, control, and report on procurement funds using the Program Budget Accounting System (PBAS).

(9) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-8. Assistant Deputy Chief of Staff for Research, Development and Acquisition - Business Operations (ADCSRDA-B). The mission of the ADCSRDA-B is to manage the DCSRDA internal operations, ensure horizontal integration of all AMC RDA resource matters and promote a proactive process improvement and reengineering program.

Specifically, the ADCSRDA-B mission is to--

a. Serve as the principal advisor to the DCSRDA on matters relating to the Planning, Programming, Budgeting and Execution System (PPBES) and resource usage.

b. Serve as the ASA(RDA) Assistant Deputy for Combat Service Support in the execution of the DCSRDA responsibilities as the DA appropriations director of Other Procurement, Army, Budget Activity 1 (OPA-1), Tactical and Support Vehicles, and Budget Activity 3 (OPA-3), Other Support Equipment and the associated RDTE programs and budgets and as the DOD Executive Agent for the Joint Nuclear, Biological and Chemical Defense Program (JNBCDP).

c. Integrate and manage the AMC RDA multiappropriation PPBES activities to prioritize, allocate, defend and justify the Command's RDA resources; assess and measure cost, schedule and performance of AMC's acquisition programs; and develop and implement plans and processes that facilitate horizontal integration across all RDA functions.

d. Manage the daily internal DCSRDA business operations and provide administrative, budgetary, and personnel support functions.

e. Develop and implement the Headquarters AMC RDA process improvement program and the DCSRDA review and analysis process and facilitate reengineering projects to improve commandwide RDA processes.

6-9. **RDA Planning and Programs.** a. **Mission.** Integrate and manage AMC's RDA multiappropriation planning, programming and budgeting activities, to prioritize, allocate and defend the AMC Commander's RDA resources, to assess and measure cost, schedule, and performance of AMC's acquisition programs and to develop and implement plans and processes that facilitate horizontal integration across vertical RDA functions.

b. **Functions.** The RDA Planning and Programs functions are to--

(1) Provide overall DCSRDA staff focal point for Planning, Programming, Budgeting and Execution System (PPBES) policy and procedures.

(2) Develop and implement RDA plans and processes that horizontally integrate RDTE and Procurement appropriations across vertical planning, programming, and budgeting activities.

(3) Provide overall HQ AMC staff leadership and guidance for HQDA's RDA Plan (RDAP) and HQ AMC's Science and Infrastructure RDAP (SIRDAP). Establish policy, procedures, processes, prioritization methodologies and metrics to systematically develop, review and approve mid- and long-range SIRDAP requirements, priorities, and funding.

(4) Provide overall DCSRDA staff focal point in support of HQDA's program objective memorandum (POM) process. Provide HQ AMC lead for the POM Equip Panel. Integrate and defend RDA POM funding requirements, issues and priorities within HQ AMC's RIC/RAC process.

(5) Integrate selected DCSRDA budget and budget execution actions to include: Budget Estimates, Amended Budget Estimates, POM-to-Budget drills, Program Budget Decisions, R&D Executive Summaries, and Bill/Bill Payer and Execution drills.

(6) Develop methodologies to integrate and prioritize RDA funding requirements and issues.

(7) Perform technical and financial management functions necessary to measure and assess RDA resources and programs.

(8) Maintain a network of technical and financial representatives at AMC MSCs, other MACOMs and higher headquarters to facilitate PPBES coordination, interaction, data sharing, analyses and decision making.

(9) Provide HQDA staff focal point for partnering and coordinating with HQ TRADOC on Warfighting Lens Analysis (WFLA) requirements, priorities and issues.

(10) Execute and manage a process that provides an "open channel" for requests for assistance from the field and that uses cost, schedule and performance data, related to AMC-managed programs, to identify areas of

corporate interest to HQ AMC. Facilitate a Process Management Team responsible for developing analytical/decision making methodologies, conducting data analyses to identify RDA issues, determining level of involvement and outlining action plans for HQ AMC staff in the execution of AMC programs. Provide input to the DCSRDA and HQ AMC Review and Analysis (R&A) process.

(11) Conduct program reviews on AMC non PM-managed programs as deemed necessary by a Process Management Team in support of data analysis/issue determination and action plan implementation. [Note: AMCRDA-AM is responsible for the same function for AMC PM-managed programs]. Maintain a data base using standard software and hardware/communications equipment.

(12) Maintain a variety of data bases pertinent to RDA integration, e.g., RDAISA (RDAP, POM, Pres Budget), Army Science and Technology Management Information System (ASTMIS), Programmatics, Sources and Uses, and provide/feedback RDA data/information in support of AMC MSCs, HQ AMC, other MACOMs, and higher headquarters, e.g., SARDA, Army Deputy Chief of Staff for Operations and Plans (ADCSOPS), ASA(FM). Provide staff support for HQ AMC shared data bases, e.g., Consolidated AMC Resource System (CARS).

(13) Exploit state-of-the-art automation and communications technology to increase efficiencies and accuracy in data/information processing, analysis and data transfer. Ensure cost effective capabilities and interoperability among AMC/Army-wide systems through centralized purchases of standard, commercially available hardware, software, and communications equipment.

(14) Act as AMC chair to the RDAP Functional Coordinating Group (FCG) and serve as member of the ASTMIS Configuration Control Team (CCT). Provide program management for the AMC's Long Range RDAP Standard Automated System (LSAS).

(15) Provide programmatic and technical expertise for evaluating and prioritizing a variety of RDA related projects/activities such as Exploitation of Foreign Items (D650 project), Advanced Technology Assessment Reports (ATAR) and RDTE Facilities.

(16) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-10. **Operations, Plans and Security.** a. **Mission.** Provide overall daily management through the interpretation, formulation, implementation, and evaluation of functions relating to the ODCSRDA.

b. **Functions.** The Operations, Plans, and Security functions are to--

(1) Develop policy and internal operating procedures.

(2) Develop and coordinate ODCSRDA portion of the AMC Mobilization Operations Planning and Execution System, and manage the participation in related mobilization exercises and meetings.

(3) Perform special studies (internal and external) in support of ODCSRDA operations which impact on more than one division.

(4) Maintain the TDA for the DCS, and provide guidance to managers. Serve as POC and coordinate all personnel requests/actions with the ODSPER.

(5) Perform a broad range of administrative, budgetary, and personnel support functions as outlined in Chapter 17, Common Functions of Administrative Offices.

(6) Serve as the ODCSRDA Security Officer. Develop security policy and guidance and ensure ODCSRDA compliance. Maintain records on security clearances and classified document accountability.

(7) Serve as the Information Security Officer for all systems managed by ODCSRDA.

(8) Program, budget and manage those OMA, RDTE, and OPA funds that finance civilian manpower spaces, travel, training, associated costs and special programs/projects designated RDTE/OMA/OPA within ODCSRDA.

(9) Initiate, coordinate, review and/or execute actions pertinent to the planning of worldwide conferences and activities.

(10) Serve as ODCSRDA lead and focal point for Annual Historical Review, Foreign Visits, and Executive Steering Committee (ESC).

(11) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-11. Business Process Reengineering and Evaluation. a. **Mission.** Support, organize, and execute HQ AMC, Research, Development and Acquisition (RDA) process improvement, process change, and reengineering projects and to facilitate commandwide efforts and information management relative to RDA processes.

b. **Functions.** The Business Process Reengineering and Evaluation functions are to--

(1) Develop the DCSRDA Strategic Business Planning Process supporting the preparation and maintenance of the DCSRDA Strategic Plan, the DCSRDA Business Plan, and DCSRDA Performance Indicators.

(2) Develop, implement, and maintain the DCSRDA Review and Analysis Process capturing and displaying Performance Indicators in support of the DCSRDA Strategic Plan and the DCSRDA Business Plan.

(3) Serve as the primary office of responsibility for all aspects of the Internal Controls System for SARD-ZCS and ODCSRDA.

(4) Maintain and implement the DCSRDA Information Technology (IT) System integrating organizational elements and processes, including the Review and Analysis.

(a) Apply the latest proven information technology to the overall management of information within the DCSRDA.

(b) Provide for intelligent and seamless data capture, usage, and application within DCSRDA.

© Maintain a repository of data, information, and briefing materiel to support the DCSRDA organizational briefing and ad-hoc request from the DCSRDA, the CS, the DCG, and the CG.

(d) Develop and implement a comprehensive program for communicating and marketing DCSRDA's products and services to customers, decision makers, and higher headquarters.

(5) Coordinate, review, and integrate functional and operational business planning initiatives. Develop and identify process strengths/weaknesses, conduct risk/benefit analysis, and document lessons learned.

(6) Provide direction, technical guidance, assistance, and leadership to DCSRDA organizational elements to initiate, analyze, and implement process improvement, process change, and process reengineering projects. Form multifunctional integrated process teams to address issues, problems, and opportunities. Assist in the evaluation and application of new/emerging technologies, methods, and tools to improve efficiencies and productivity. Integrate modern business practices via interfaces with academia and industry. Provide direction, technical guidance, and leadership in customer analysis.

(7) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-12. SARDA/AMC Combat Service Support Systems. a. Mission.

The mission of the SARDA/AMC Combat Service Support Systems is to--

(1) Provide Army Acquisition Executive (AAE) staff functions necessary to develop, justify, provide and review RDTE and present Other Procurement, Army Budget Activities 1 and 3 programs and budgets for combat support and combat service support systems. Document, present, and justify programs and budgets to the OSD, the Office of Management and Budget (OMB), and the Congress. Support Systems include all programs in the Other Procurement, Army Appropriation, Budget Activity 1 (OPA-1) Tactical and Support Vehicles, and Budget Activity 3 (OPA-3) Other Support Equipment and the associated advanced development (6.4) and engineering and manufacturing development (6.5).

(2) Provide AMC staff manager for the OPA-1 and OPA-3 procurement appropriations and the related RDTE programs.

(3) Serve as Physical Security Equipment (PSE) secretariat to Army Executive Agent for PSE.

(4) Serve as Army Executive agent for Standard Army Shelters.

(5) Serve as DOD Executive Agent and appropriation manager/Hardware Division for Chemical/Biological Defense Equipment.

b. **Functions.** The SARDA/AMC Combat Service Support Systems functions are to--

(1) Develop, justify, provide and review Other Procurement, Army Budget Activities 1 and 3, and related RDTE plans, programs and budgets for combat support and combat service support systems for DA, ASA(RDA) and CG, AMC.

(2) Defend all OPA-1 and OPA-3 procurement appropriations and the related RDTE (6.4 and 6.5) programs and budgets before OSD, OMB and Congress. Execute release, maintain records and prepare monthly reports of OPA-1 and OPA-3 funds requested by the Army, Congressional Appropriations, OSD apportionment funds and funds withheld and released by HQDA to AMC and other Army customers, PMs/PEOs/other Command agencies.

(3) Provide staff support for AAE, ASA(RDA) and CG, AMC, with the PEO for Ground Combat and Support Systems and associated PMs, U.S. Army Simulation, Training and Instrumentation Command (STRICOM), U.S. Army Chemical and Biological Defense Command (CBDCOM) and associated PMs, U.S. Army Aviation and Missile Command (AMCOM) and associated PMs, U.S. Army Tank-automotive and Armaments Command (TACOM) and associated PMs, Soldier Systems Command and associated PMs, U.S. Army Training and Doctrine Command (TRADOC) and U.S. Forces Command (FORSCOM).

(4) Prepare AAE and CG, AMC and/or their representatives for program milestone reviews in areas of responsibility. Respond to requests for information from CG, AMC, the AAE, Congress and the public in areas of responsibility.

(5) Review all reprogramming actions involving assigned OPA funds for correctness and compliance with DA, OSD, OMB policies and procedures and Congressional direction.

(6) Support the ASA(RDA) Director for Combat Service Support with the consolidation of plans, programs, budgeting and Army, acting as the Executive Agent for the Joint Nuclear, Biological and Chemical Defense Program (JNBCDP) and includes both NBC medical and NBC non- medical programs. Assist the Director to fulfill his role as the Co-Chair of the Joint NBC Defense Board Secretariat with coordination and integration of Service NBC Defense

Requirements, RDT&E and procurements. Support the Deputy for Combat Service Support as the Army member of the Joint Service Materiel Group for JNBCDP.

(7) Represent Army at the DOD Physical Security Equipment (PSE) Action Group established by DOD Directive 3224.2. Chair the Army Physical Security Equipment (PSE) Action Group established to advise and support the Army Executive Agent for PSE, and ensure that the Army implementing instructions for the DOD Directive 3224.3 are prepared, coordinated and disseminated.

(8) Provide HQDA members and chairman of the Joint Committee on Tactical Shelters (JOCOTAS).

(9) Serve as the HQDA staff proponent for the DOD Food Program.

(10) Provide Army members to the DOD Food and Nutrition's Research Board.

(11) Provide voting member for the Army Uniform Board.

(12) Support the Army Countermine Task Force (ACTF) Co-Chairman.

(13) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-13. Assistant Deputy Chief of Staff for Research, Development and Acquisition - Science and Technology (ADCSRDA-T). The mission of the ADCSRDA-T is to integrate, direct, and administer AMC's RDTE Program, including technical content and resources.

Specifically, the ADCSRDA-T mission is to--

a. Direct, integrate, facilitate, and administer AMC's research, development, and engineering programs that sustain the soldier's technological edge.

b. Develop and implement initiatives to improve the technology generation and application process.

c. Manage AMC's RDTE appropriations.

d. Perform assigned executive agent functions.

6-14. Technology Strategy, Planning, and Policy. a. **Mission.** Serve as the staff manager and focal point for the development and continuous improvement of AMC's Research, Development, Test and Evaluation (RDTE) technology strategies, plans, policies and processes. Serve as the principal advisor to the AMC DCSRDA on DOD and DA matters relating to the Joint Directors of Laboratories (JDL), the Defense Science and Technology Reliance, the Army

Science and Technology Working Group (ASTWG), Defense and Army Science Boards (DSB/ASB), Federally Funded Research and Development Centers (FFRDC), and the Joint Laboratory Cross-Service Group. In addition, advise the AMC CG on Science and Technology (S&T) matters relating to the Joint Logistics Commanders (JLC) and the Army Science and Technology Advisory Group (ASTAG).

b. **Functions.** The Technology Strategy, Planning, and Policy functions are to--

(1) Develop, coordinate, disseminate and defend AMC's technology strategies, plans, policies, and programs associated with the full spectrum of RDTE Budget Activities 6.1 through 6.6.

(2) Develop, coordinate, and execute the RDTE integration staff activities associated with the ASTAG, the ASTWG, the JLC, the AMC RDTE Board of Directors (BOD), the AMC Executive Steering Committee (ESC), the major subordinate command (MSC) Advanced Systems and Concepts Offices (ASCO), the Army Research Laboratory Stakeholders' Advisory Board, and other special interest RDTE groups.

(3) Serve as the Executive Secretariat to the JDL during the Army's term as JDL Chair and provide administrative support to the Army Principal and Management Panel Member to the JDL on alternate years. As the Executive Secretariat, serve on the Executive Staff (EXSTAFF) to the Defense Science and Technology Reliance Executive Committee (EXCOM).

(4) Develop, prioritize, and integrate the S&T Battlefield Operating System (BOS) activities, including: developing and disseminating policy to the MSCs; developing and executing the processes for assessing, prioritizing and integrating the S&T BOS into the Army Program Objective Memorandum (POM).

(5) Develop, coordinate and integrate the AMC efforts associated with the publication of the Army Science and Technology Master Plan; the Commanders-In-Chief S&T Newsletter; the Army RD&A magazine; and other S&T publications.

(6) Provide centralized leadership to develop, analyze, prioritize and defend proposals involving AMC's RDECs and laboratories during any Army or Defense-directed Joint Cross-Service laboratory consolidations, as well as any RESHAPE, Base Realignment and Closure (BRAC) or RDTE Reengineering activities. (This does not include operational laboratory management activities associated with the Technology Application and Laboratory Management Team.)

(7) Develop, coordinate, and integrate the AMC activities associated with the FFRDC, with special emphasis on Rand-Arroyo and the Institute for Defense Analysis, which impact on AMC's plans and objectives.

(8) Develop, coordinate and integrate activities associated with AMC's portion of the In-House Laboratory Independent Research (ILIR) account and RDTE Special Grants Programs.

(9) Serve as the HQ AMC central coordinating office for ASB and DSB activities and recommendations related to AMC's RDTE strategic planning activities and infrastructure issues.

(10) Develop, coordinate, disseminate, and maintain management oversight of RDTE planning and guidance directives and program execution activities such as Army Guidance, The Army Plan (TAP), Defense Technology Area Plan (DTAP), and Technology Area Review and Assessment (TARA) recommendations.

(11) Serve as the Procurement Authority Technical Representative (PATR) for RDTE technical consultant contracts.

(12) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-15. **Force XXI and Emerging Technologies.** a. **Mission.** Focus AMC efforts in support of the Army's force structure, capabilities, and technology needs for the Army of the future. Synchronize the capabilities and products of all three AMC core competencies to enhance effectiveness and achieve efficiencies in AMC support to combat operations, operations other than war, and day-to-day activities for the near-term, mid-term and long-term future Army. Identify and assess technologies for immediate applications to meet urgent needs arising from contingency operations and potential threat changes. Review, analyze, and assess emerging technologies from the AMC organic research and development organizations, academia, industry, and other Services/DOD organizations. Ensure AMC research and development efforts are linked to warfighting requirements as defined by the Joint Requirements Oversight Council and TRADOC.

b. **Functions.** The Force XXI and Emerging Technologies functions are to--

(1) Develop and coordinate AMC/TRADOC Partnership activities, Joint Venture VTCs, and AWE/BLWE reviews. Develop jointly with TRADOC processes and recommendations regarding S&T programs, revised requirements, and metrics used by ICT/IPT to evaluate technologies.

(2) In coordination with TRADOC, provide knowledge, oversight, and evaluation to the ACT II program, report progress, and prepare reports and publications.

(3) Review and assess the AMC STOs/ATDs/Army ACTDs; develop criteria and policies; review and assess the focus and merits of these efforts in terms of cost, schedule, performance, objectives, and relevance to the warfighter. Develop AMC position for technology to be included in ASTMP publication.

(4) Develop and assess MSC/SRA inputs for DA Fast Track Opportunities, Warfighter Rapid Acquisition Process, and Acquisition Reform Reinvention Lab (ARRL).

(5) Maintain knowledge of technologies and programs supporting logistics modernization. Provide oversight, review, and assessment of AMC logistics R&D.

(6) Identify technology opportunities having potential application for contingency and special operations and for operations other than war. Seeking concepts and ideas from public and private sector organizations, develop the concepts for potential uses by warfighters, and evaluate the costs and benefits of the application.

(7) Develop and maintain extensive data bases for use in rapid problem solving exercises and support deploying forces. Provide consulting services to the TRADOC community by proposing potential technology applications during appropriate reviews, conferences, and work group settings.

(8) Serve as principal advisor to DCSRDA on matters relating to Special Access Programs (SAP). Lead, analyze, consolidate, and review new and ongoing SAPs.

(9) Develop and disseminate technical guidance to the MSCs for participation with TRADOC in design and development of future Armies (e.g., FXXI and AAN processes). Serve as Army lead to identify future technology trends and market future strategies with SARDA and ODCSOPS through technology opportunity conferences and workshops.

(10) Manage and budget special project funding, such as ACT II, for experimental projects and demonstrations. Develop policies to institutionalize organizations and processes used to translate requirements into useable technology in the shortest time possible.

(11) Coordinate and provide HQ AMC staff support to Warfighting Experiments being conducted to design and develop the Army of the future. Establish and manage appropriate project related oversight and working teams to assure rapid cycle prototype development and application to the experiments.

(12) Develop issues and alternatives for the Functional Area Assessments and Institutional Army redesign initiatives. Review structure of the future Army and assess impacts on AMC support capabilities and capacities. Based on the redesigned Institutional Army, recommend actions to realign and redesign AMC institutions and organizations.

(13) Optimize and influence the funding for R&D programs which will maintain the soldier's edge for future missions and conflicts.

(14) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-16. **RDTE Appropriations Management.** a. **Mission.** Manage the AMC RDTE Appropriation; develop, justify and defend the AMC Future Years Defense Program (FYDP) and annual budgets for the RDTE Appropriation; control and ensure independent, thorough, objective and critical evaluation of those programs for timely and effective execution of annual budgets; and direct establishment of policies, procedures, and guidance governing the development and execution of programs and budgets for assigned RDTE Appropriation.

b. **Functions.** The RDTE Appropriations Management functions are to--

(1) Develop, defend, execute, review, reconcile, and manage the program and budget for the AMC RDTE Appropriation throughout the Army PPBES cycle. This is accomplished through--

(a) Budget Justification and Direction: Providing expert advice and guidance on interpretation on all aspects of Congressional legislation, regulatory directives and procedural requirements formulation, justification.

(b) Budget Planning and Formulation: Providing expert guidance and assistance on development of long range program and budgeting plans to support RDTE programs.

© Budget Execution: Monitoring RDTE program execution, including Tech Base, to ensure programs are executed per Congressional language and applicable Public Laws. Additionally, manage the HQ AMC cycle of the Program Budget Decisions, OSD accounts, ILIR, Manufacturing Science and Technology (MS&T), Small Business Innovation Research (SBIR), PE 65803, nondevelopmental item (NDI), Field Assistance in Science and Technology (FAST), and Exploitation of Foreign Items Programs.

(2) Conducts manpower management integration for RDTE to include developing methodologies for integrating and aligning RDTE manpower requirements across AMC.

(3) Serve as members/leaders of DCSRDA Integrated Process Team to expand the performance capability of the team and staff element.

(4) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-17. **Technology Application and Laboratory Management.** a. **Mission.** Promote and facilitate the application of technology to Army warfighting needs and provide HQ oversight of AMC laboratories. Develop and implement initiatives to improve the technology acquisition, generation, transfer, and application processes. Promote, facilitate and manage the initiation of new technology application programs. Provide oversight of select, high-visibility technology application programs. Develop and implement recommendations for management of AMC laboratory resources to optimize both near- and long-term technology generation and application and other laboratory functions.

b. **Functions.** The Technology Application and Laboratory Management functions are to--

(1) Serve as an advocate for the exploitation of technology to Army needs. Promote, oversee and serve as the AMC focal point for technology transfer initiatives such as Horizontal Technology Integration, Cooperative Research and Development Agreements (CRDA), dual-use, and domestic technology transfer. Facilitate the development and implementation of standards to allow for the orderly use and application of technology.

(2) Provide HQ AMC oversight of specific high-interest technology areas. Serve as the HQ AMC focal point for RDTE Tech Base programs, including Modeling and Simulation (M&S), Distributive Interactive Simulation (DIS), Space, Digitizing the Battlefield, Unexploded Ordnance (UXO), Nonlethal technology, and other high interest areas of a collateral nature.

(3) Oversee and assess lab management and lab capabilities. Conduct process assessments and technical evaluations including guidance on metrics for RDTE processes, analysis of internal and external barriers to integration and coordinate execution of technical assessments, lab demo evaluations and peer reviews.

(4) Provide AMC staff leadership for Army R&D strategy implementation and lab management initiatives.

(5) Support special RDTE studies and conduct independent review and assessments on the effectiveness of the integration process, both vertical (6.1 - 6.7) and horizontal (across organizational elements). Assess and evaluate the application of principles and techniques used in RDTE integration management.

(6) Provide centralized management of RDTE activities including R&D Organization of the Year Award, Individual R&D Achievement Awards and the Army Science Conference.

(7) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-18. **Integrated Engineering Management.** a. **Mission.** Develop and implement a total Integrated Engineering Management Program in support of the AMC mission to provide quality equipment and services to our soldiers in the field. Serve as the principal advisor to the DCSRDA on Joint Logistics Commanders' (JLC) systems engineering issues. Serve as the Army Technical Data Office, Army Configuration Management Office, and AMC Value Engineering Office. Serve as the Army Departmental Standardization Office in support of the Army Standardization Executive and the Army Standardization Officer. Serve as the Army Representative on the Joint Group for Acquisition Pollution Prevention.

b. **Functions.** The Integrated Engineering Management functions are to--

(1) Provide engineering analysis and support of technical programs and initiatives to meet AMC and Army objectives.

(2) Manage implementation of the Army's Standardization Program.

(3) Review the technical feasibility and merits of Operations and Support Cost Reduction (OSCR) initiatives.

(4) Staff manage the Army's Life Cycle Software Support program.

(5) Serve as the program advisor and provide resource management support for the Army Counterdrug Research, Development and Acquisition Program.

(6) Develop, budget for and execute the Army Manufacturing Technology program to support Army and DOD weapon systems.

(7) Manage the elimination of hazardous or environmentally unacceptable materials in all phases of a weapon system's life cycle.

(8) Provide advice and direction on implementing integrated Product and Process Development (IPPD) and using integrated product teams (IPT) in all acquisition phases.

(9) Serve as the principal coordinator between this headquarters and the MSCs on all battery related issues.

(10) Provide expert advice on technical documentation, data management and value engineering.

(11) Serve as the Army POC for coordinating vehicle corrosion issues.

(12) Provide clear and sound guidance and direction to Army activities on technical documentation, configuration management, data management and value engineering.

(13) Maintain the Materiel Status Record.

(14) Protect U.S. technology from foreign investments.

(15) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-19. **Integrated Procurement Systems, a Separate Reporting Activity (SRA).**

a. **Mission.** Aggressively implement initiatives to enhance acquisition excellence and technology generation/adoption in the AMC/Army acquisition business area: 1) Make technology work for the acquirers who directly support

the soldier; 2) Move toward a seamless acquisition automation environment. Provide leadership through an acquisition information technology center of excellence supporting the acquisition business area with sound yet innovative technology solutions to all business area needs.

b. **Functions.** The Integrated Procurement Systems functions are to--

(1) Develop, execute, and maintain plans for acquisition automation efforts to--

(a) Maximize use of the Worldwide Web (WWW) (and its successors) in the business process.

(b) Ensure economical use of limited resources.

(c) Guarantee compatibility (functionally and technically), portability, and migratability to existing and emerging technology.

(d) Establish a laboratory environment to advance commercial off-the-shelf software (COTS) technology and validate/demonstrate technical concepts.

(2) Develop, execute, and manage AMC acquisition electronic commerce (EC)/electronic data interchange (EDI) initiatives to ensure maximum use in compliance with prevailing guidance, and to--

(a) Establish and serve as leader for AMC EC Center of Excellence responsible for coordinating all EC acquisition/logistics initiatives and for providing enterprise Life Cycle Management (LCM) structure to all EC initiatives.

(b) Establish a laboratory environment for demonstration/validation of EC concepts/initiatives.

(c) Steer the Center of Excellence toward viable EC alternatives to EDI.

(3) Oversee and support the Procurement Business Process Manager (BPM) involved in the development, operation, and maintenance of the Army's logistics/acquisition systems: the Commodity Command Standard System (CCSS) and SAACONS retail procurement applications.

(4) Provide expert advice and LCM guidance (resources, technical, functional, and programmatic) in the definition, design, development, and implementation of automated acquisition systems.

(5) Support the Army DOD Procurement Council member in all activities before the council.

(6) Provide Army focal point support for DOD-sponsored activities as delegated by the Army staff.

(7) Support the DCS on acquisition matters before the Information Management Council (IC).

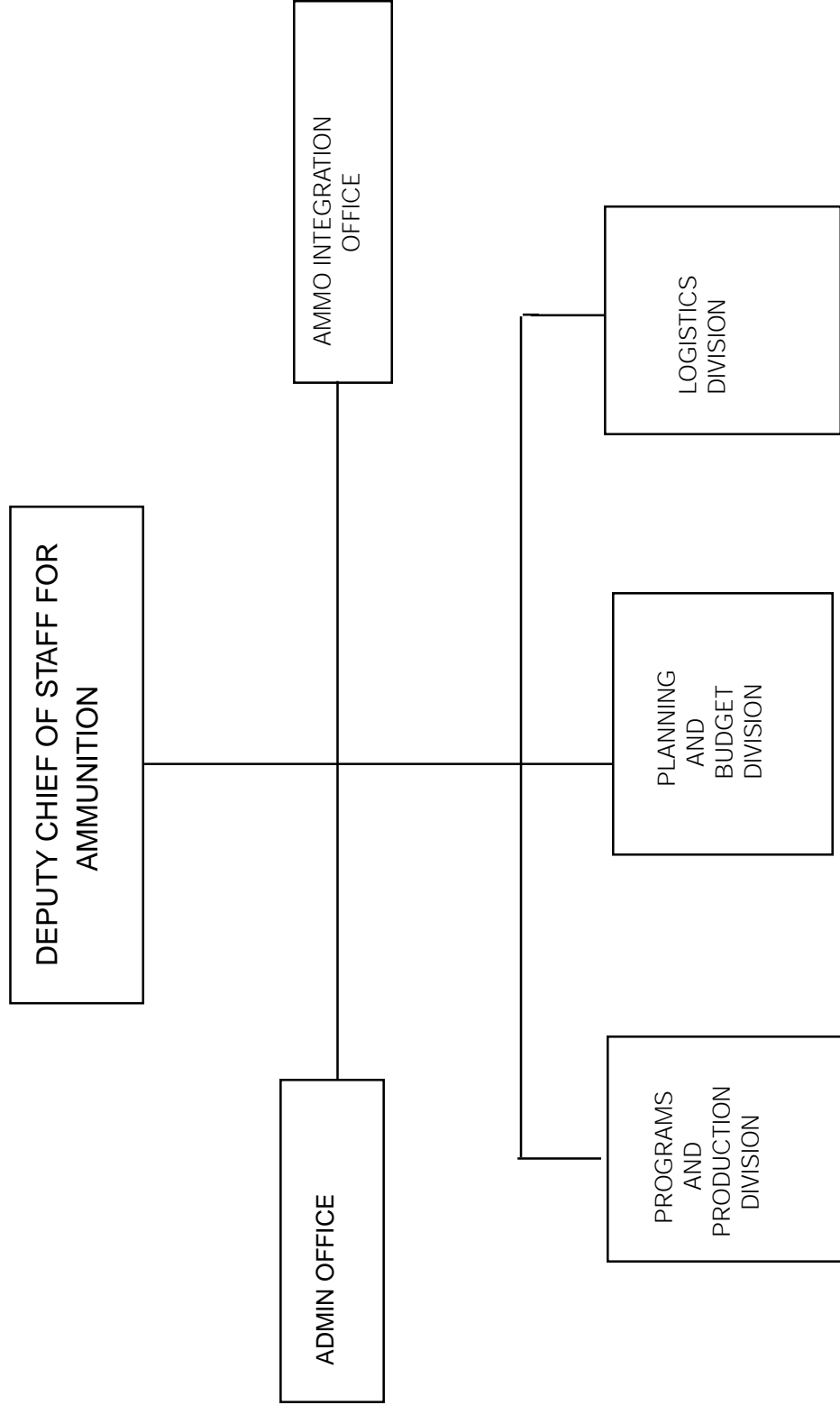
(8) Engage in the development and evaluation of acquisition policy to assess the impact on automated systems, document any required changes, and oversee the development, testing, and implementation of resultant software changes.

(9) Serve as members/leaders of DCSRDA and AMC Integrated Process Teams to expand the performance, capacity, capability, and influence of DCSRDA.

6-20. Assistant Deputy Chief of Staff for Research, Development and Acquisition for Special Operations Forces (ADCSRDA-SOF). The mission of the ADCSRDA-SOF is to serve as principle advisor to the DCSRDA on SOF matters; manage the research, development, and acquisition of selected materiel programs for special mission units; and, serve concurrently as Commander, Special Projects Support Activity, a centrally-selected acquisition command.

CHAPTER 7

DEPUTY CHIEF OF STAFF FOR AMMUNITION ORGANIZATIONAL CHART



CHAPTER 7

DEPUTY CHIEF OF STAFF FOR AMMUNITION

7-1. Deputy Chief of Staff for Ammunition. a. Mission.

(1) Deputy Chief of Staff for Ammunition is dual-hatted as the Deputy for Ammunition, Office of the Assistant Secretary of the Army (Research, Development and Acquisition) (ASA(RDA)) with responsibility as the Army Executive Agent for ammunition and, as such, responsible for staff, policy, and program oversight for all ammunition issues.

Performs all required staff oversight functions for the Army Acquisition Executive (AAE), Assistant Secretary of the Army (Research, Development and Acquisition) necessary to develop, justify, allocate, manage and review procurement (Procurement of Ammunition, Army (PAA)) programs and budgets for ammunition, and the defense of such programs and budgets before the Office of the Secretary of Defense (OSD), and Office of Management and Budget (OMB), and the Congress.

(2) Acts as the primary DA/Secretariat functional point of contact for all aspects of ammunition research, development, test and evaluation (RDTE) and ammunition acquisition and production. This mission includes all assigned RDTE (6.3 - 6.7) ammunition programs, PAA appropriation management for program and performance, and the Conventional Ammunition Working Capital Fund (CAWCF) management oversight.

(3) Provides oversight for Program/Product/Project Managers programmatic of development, production, fielding, sustaining, and product, production or logistics improvements of assigned ammunition systems.

(4) Oversees the execution of logistics and stockpile management functions for wholesale ammunition to include ware reserves and Army War Reserve (AWR).

(5) Army Executive Agent for Insensitive Munitions and other unplanned stimuli as provided by DOD 5002.R.

b. Functions. The functions of the DCS for Ammo are to--

(1) Assure centralized management of ammunition RDTE and prescribe policy for the execution of the ammunition mission.

(2) Coordinate life cycle management of ammunition to assure timely identification, provision, and coordination and application of required resources to support assigned ammunition RDTE, acquisition and logistics programs.

(3) Represent the ASA(RDA) as the principal Army Ammunition Management Executive with authority to coordinate and task Army agencies to improve the quality, effectiveness and efficiency of the Army's ammunition life cycle.

(4) Serve as the DA focal point for Army Single Manager for Conventional Ammunition (SMCA) matters.

(5) Serve as the functional DA/Secretariat staff POC for all aspects of ammunition RDTE (6.3 through 6.7), acquisition and disposal.

(6) Review, adjust, balance, and identify all ammunition RDTE (6.3 through 6.7) requirements during Planning, Programming, Budgeting, Execution, System (PPBES) cycle.

(7) Develop and recommend Army positions on issues concerning the PAA Appropriations.

(8) Serve as the DA/Secretariat focal point for production, industrial preparedness, and mobilization planning for conventional ammunition items.

(9) Represent and defend ammunition issues in the Research Development and Acquisition Plan (RDAP), Five-Year Defense Plan (FYDP), Joint Service and other reviews.

(10) Justify and defend ammunition programs and budgets before Army, OSD, OMB, and the Congress.

(11) Represent HQDA and the Army Secretariat while presenting, justifying, and defending ammunition issues during the entire PPBES cycle.

(12) Monitor ammunition programs to assure that ammunition development, acquisition, and logistics satisfy the approved requirements document.

(13) Monitor the execution of approved programs to ensure funds are used effectively and efficiently for the purposes appropriated.

(14) Review and advise appropriate ASA(RDA) offices; Army Secretariat and Directorate, Army Staff (ARSTAF) offices of ammunition program changes and impacts on development and production.

(15) Represent the ASA(RDA) at the OSD Conventional Systems Committee Munitions meetings.

(16) Serve as the ASA(RDA) representative on the Nuclear Survivability Committee.

(17) Represent the ASA(RDA) for ammunition matters in Defense Science Board deliberations.

(18) Represent the ASA(RDA) on NATO panels dealing with ammunition matters.

(19) Formulate and coordinate the ASA(RDA) position on security assistance aspects of ammunition programs and projects.

(20) Serve as the DA career development focal point for the Ammunition Management Career Program.

(21) Serve as the AMC Nuclear Surety Officer.

7-2. Ammunition Integration Office (IO). a. **Mission.** Serve as point of entry and exit for all ASA(RDA) taskings to Deputy Chief of Staff for Ammunition (DCSA).

b. **Functions.**

(1) Facilitate the two-way communication of information, taskings, and responses among all elements of the Pentagon and the DCSA offices located at HQ AMC.

(2) Serve as a Pentagon ammunition "crisis management center" for DCSA personnel throughout the PPBES cycle.

(3) Provide the ammunition point of contact in the Pentagon for the ARSTAF and Secretariat.

(4) Represent the DCSA at Pentagon meetings, briefings, etc., as required.

(5) Assist DCSA action officers in responding to Army, other Service, OSD, OMB, and Congressional taskings or requests for assistance.

(6) Serve as the primary action office for assisting the DCSA in the accomplishment of his duties as the ASA(RDA)'s representative on the OSD Conventional Systems Committee Munitions meetings; commensurate with current or future Defense Science Boards requiring Army ammunition expertise.

(7) Prepare, coordinate, and obtain DCSA approval of all backup POM and budget documentation for assigned conventional ammunition Research, Development, Test and Evaluation, Army (RDTE,A) program elements.

(8) Provide functional input to ASA(FM&C) for fund release and execution of conventional ammunition PEO resources and assigned RDTE,A program elements.

7-3. Plans and Budget Division (PB). a. **Mission.** Serve as Procurement of Ammunition Army (PAA) Appropriation Manager, to include budgeting and functional execution.

b. **Functions.**

(1) Establish and monitor budgetary guidance per OSD, DA, and DCSA direction.

(2) Advise ODCSOPS war reserve/training elements, PA&E, and ODCSLOG on ammunition procurement programs.

(3) Chair ammunition POM reviews, PAA Activity I Hardware Summer Reviews and Conventional Ammunition Working Capital Fund (CAWCF) Midyear Review.

(4) Oversee Long Range Requirement Army Materiel Plan (RRAMP) and Mission Area Integration Team (MAIT) processes, and serve as the Mission Area Staff Manager (MASM) for conventional ammunition.

(5) Manage ammunition planning for the Research, Development and Acquisition Plan (RDA Plan), the Future Years Defense Plan (FYDP), and other reviews.

(6) Coordinate the preparation and defense of ammunition related MDEPs.

(7) Participate with the Deputy Executive Director for Conventional Ammunition (D/EDCA) in the Integrated Conventional Ammunition Procurement Plan (ICAPP) process.

(8) Coordinate/maintain ammunition portion of the Research and Development Acquisition Information Systems Agency (RDAISA) Data Base.

(9) Monitor the development and validation of the Army Acquisition Objectives (AAO), and participate on Materiel Acquisition Review Board (MARB).

(10) Ensure P-forms adhere to OSD guidance and are consistent with the RDAISA data base. Ensure programs are properly priced and delivered within the Funded Delivery Period (FDP).

(11) Provide input to Program Budget Decisions and applicable GAO/AAA/IG findings.

(12) Manage the CAWCF, and participate on the CAWCF Management Council Working Group.

(13) Execute functional release of PAA funds, reprogram PAA funds as appropriate, and monitor the execution of approved programs to ensure funds are used effectively and efficiently for the purposes appropriated.

7-4. PROGRAM AND PRODUCTION DIVISION (PP). a. **Mission.** Provide policy, guidance, integration and oversight of ammunition hardware programs and ammunition industrial base facilitization programs from inception through production. Program manager for all ammunition procurement programs not managed through designated PMs, (PEOs or AMC).

b. Functions.

(1) Provide Program Executive Staff Officer (PESO) coverage for each assigned ammunition item. This includes integration of munitions technical expertise, program management, contract oversight, production planning and P-Form development, and subject matter experts (SME) for ammunition on both Army and AMC staffs.

(2) Ensure timely HQDA, AMC, and DCSA guidance is provided to the field agencies responsible for materiel development, acquisition, and production of assigned munitions.

(3) Orchestrate and monitor the execution of all non-PEO RDTE ammunition activities.

(4) Provide ammunition expertise in assessing the content of system development and product improvement programs to ensure sound acquisition plans and strategies; cost and schedule realism; effective planning for integrated logistic support, producibility, and long-range industrial preparedness.

(5) Review requirements documentation (Letter of Agreement (LOA)), Operational Requirement Documents (ORD), Joint Service Operational Requirements (JSOR), Training Device Requirements (TDR)) for adequacy, executability, funding constraints, and R&D resource impacts. Advise TRADOC and HQDA of impacts. Coordinate implementation of JSORs with other Services.

(6) Review MAMP and RDA Plan documents and coordinate with DA staff activities, ensuring development programs are executable.

(7) Coordinate the timely execution of required milestones, in-process reviews, ASARCs/DABs, test integration working groups meetings/reviews, type classification decision points, etc. Coordinate staffing of milestone decision point documentation for assigned items within HQ AMC and the Army Secretariat/HQDA.

(8) Review test plans, reports and evaluations; monitor and assess the execution of first-article testing, initial production, materiel fielding plans, and new equipment training.

(9) Assess technological shortcomings in ammunition and industrial facilitization and provide recommendations to the development and user community for realignment of priorities in the technology base program.

(10) Coordinate and execute the Program Management Control System (Selected Acquisition Reports, Baseline, and Baseline Annex Documents).

(11) Prepare and review documentation necessary to support the PPBES process.

(12) Prepare, coordinate, and provide Congressional inserts for the record and research, development, and acquisition (RDT&E and PAA Activity 1 - Hardwares related system/descriptive summaries.

(13) Provide PAA Activity 1 - Hardware budget increment/ decrement recommendations to the Budget Division when required.

(14) Prepare, review and deliver, when requested, briefings on PAA Activity 1 - Hardware for Congressional staff and members, Deputy for Ammunition Congressional testimony, OSD's analyst, GAO's analyst, and other Army and Service staff elements.

(15) Review P-forms for technical sufficiency; submit to Budget Division for consolidation and approval by the Deputy Chief of Staff for Ammunition.

(16) Review, analyze, obtain coordination, and provide technical support/advice on required procurement documentation, Acquisition Plans/Strategies, Justifications and Approvals, and Ceiling Price Limitations.

(17) Review RDTE and procurement programs for production base impacts and provide technical assistance to resolve producibility issues or problems.

(18) Oversee the conventional ammunition insensitive munitions program; provide staff support to the General Officer Insensitive Munitions Council (IMC).

(19) Monitor and respond to GAO/AAA/IG reports concerning RDT&E and PAA Activity I - Hardware issues.

(20) Provide knowledgeable representatives to the JOCG Insensitive Munitions Coordination Group, Fuze Group, Guidance and Control Group, Warhead Group, Pyrotechnics Group, Guns and Ammunition Group, Munitions Acquisition Group, Environmental Group, Explosives and Propellants Group, and Industrial Preparedness Group when required.

(21) Prepare "Grab and Run" books, ASA(RDA) "Smart" cards and charts, Army Green Book, and System Summary(s) and ensure that they are maintained with current information.

(22) Provide support for assigned non-PEO PMs.

(23) Serve as the U.S. Representative to the NATO Maintenance and Supply Agency (NAMSA) Ammunition Working Group.

(24) Develop and coordinate the Army Secretariat and HQ AMC position on Foreign Military Sales of ammunition and be the focal point on other international ammunition issues, including development, procurement, testing, and interoperability. Interface with the Defense Security Assistance Agency (DSAA), ARSTAF International POCs, USA Security Assistance Command, and other agencies, as appropriate.

(25) Develop, support, and monitor the execution of the Production Base Support Program policies.

(26) Project, assess, and monitor the execution of plant workloading. Assess program impacts on workloading and develop alternatives to maintain a stable workload. Advise the ammunition community of production delays.

(27) Develop, justify and monitor the Production Base Support (PBS) Procurement Army Appropriation Program.

(28) Review, coordinate and process project submissions, project growths, project late starts, and project release for approval by DCSA, ASA(RDA), OSD or Congress.

(29) Provide overview and coordination for all industrial and production technical/engineering projects, equipment and activities, to include research and development, manufacturing technology, demilitarization and disposal, environmental and safety.

(30) Maintain and update ammunition plant facility reference library.

(31) Review, assess, analyze and plan for ammunition industrial mobilization. Develop industrial preparedness and mobilization plans, to include proposed facility funding. Maintain, update and monitor execution of a plan for modernizing and improving the industrial base during peacetime. Ensure that the industrial base is capable of supporting planned (including items in (RDTE) production.

(32) Monitor, assess, analyze, and report on the impacts of pending and ongoing strikes and layoffs.

(33) Submit cost effective production capability recommendations, to include the closing or excessing of appropriate ammunition plants.

(34) Monitor, assess, analyze and review Plant Equipment Packages (ARP) on an annual basis; submit recommendations for excessing or elimination.

(35) Provide MDEP points of contact for RE04 - Ammunition Production Base SMCA, RN17 - Quick return of Investment (QRIP), Production Engineering Capital Investment Program (PECIP) and VENC (environmental clean-up at plants).

(36) Monitor, assess, analyze and report on OSHA/EPA/EIS issues concerning the production base.

(37) Develop, support, assess, analyze and monitor the maintenance of inactive industrial facilities (MIIF) account.

(38) Develop, support, assess, analyze and monitor safety and environmental corrections, improvements and requirements at the ammunition plants.

(39) Provide input and representation to groups studying sustainability centering on production.

(40) Monitor and respond to GAO/AAA/IG reports centering on production, production base support, and production facilities.

(41) Act as AMC focal point for the Armament Retooling and Manufacturing Support (ARMS) Initiative to include: oversight of subordinate command programs; preparation, review and defense of ARMS budget. Respond to HQDA, OSD and Congressional inquiries concerning the ARMS program.

(42) Staff proponent for ARMS-X, expansion of ARMS to depots, arsenals and plants not originally covered by program.

(43) Focal point for contract government interface in ammunition business.

(44) Coordinate JROC validation of Insensitive Munitions waivers.

7-5. Ammunition Logistics Division (LG). a. **Mission.** Provide policy, guidance, program control, integration and oversight of all ammunition logistics functions that pertain to safety, maintenance, renovation, demilitarization, ammunition surveillance, funding, workloading, supply, storage, accountability, transportation, mobilization, sustainment, allocation, gaining and other ancillary ammunition logistics functions. Provide policy, guidance, and oversight of nuclear surety programs. Manage and account for all Army war reserve and operational project ammunition.

b. **Functions.** The functions of LG are to--

(1) Plan, organize, direct and control the Army and AMC logistics functional areas for ammunition by means of specific programs delegated to MSCs.

(2) Plan, organize, direct, control, validate and manage the DOD/SARDA/DA ammunition demilitarization program for CONUS and OCONUS installation demilitarization assets, to include Army Demil R&D efforts.

(3) Develop program policy and serve as the program manager for all issues relating to Army wholesale ammunition maintenance. Integrate the Army ammunition CONUS and OCONUS maintenance programs, including prepositioned afloat ships maintenance cycles with the other Services and AMC DCSLOG.

(4) Plan, review, coordinate, analyze, and disseminate explosive safety issues for the Deputy Chief of Staff for Ammunition. Provide staff support to the Executive Director for Explosive Safety (EDES) for his/her DA mission and the DCS for Ammo as the AMC EDES. Review explosive safety waivers and exemptions in coordination with the AMC Safety Office.

(5) Review, monitor and update regulatory guidance and policy affecting ammunition programs for AMC (i.e., revisions or actions due to BRAC actions or environmental law).

(6) Establish, plan, and assure execution of policy, procedures and guidance according to the current OSD, DA, AMC, and DCSA direction for OMA ammunition requirements.

(7) Monitor and defend all ammunition MDEP (i.e., VWR1, VWR2, VWR3, VWR4, AANS (nonsingle manager) and AACs (single manager)) requirements for ammunition logistics. Serve as the AMC MDEP manager for all MDEPs and program element manager for PE424041. Serve as member or primary point of contact on all OMA RBC and RAN issues.

(8) Provide Staff supervision for the Worldwide Ammunition Surveillance and Stockpile Reliability Program.

(9) Plan, direct and review Army ammunition suspension and restriction actions and programs. Serve as the AMC focal point for investigations of specific incidents related to major failures and malfunctions (including suspensions and restrictions) of munitions and provide reports to AMC Command Group. Perform oversight of the ammunition malfunction program which includes the review of all type or block suspensions issued by U.S. Army Industrial Operations Command (IOC) or U.S. Army Missile Command (MICOM). Approve or disapprove all type or block suspensions that do not impact readiness.

(10) Direct development of new techniques and procedures for ammunition surveillance operations.

(11) Manage the AMC portion of the Quality Assurance Specialist Ammunition Surveillance (QASAS) Career Program.

(12) Provide AMC representation in negotiation of interservice agency support agreements for surveillance programs of other Services, ammunition stored in Army installations under provisions of the Joint Interservice Logistics Support Agreement for Ammunition.

(13) Participate in and provide representatives to JOCG subgroups concerning Quality Assurance (QA), supply, maintenance, safety, munitions management systems, etc., as required. Formulate and coordinate the Army position with other Services on any issues impacting the management of the ammunition stockpile. Participate as an Army member of the JOCG Executive Group.

(14) Manage and serve as the Army focal point for the SMCA charter, SMCA Manual, SMCA directive and all other Joint Service or SMCA issues, programs or objectives.

(15) Career Program 33 - Ammunition Management. Plan, organize, direct, control and monitor Ammunition Management Career Program (AMCP) for AMC and HQDA. Provide technical expertise and staff support to the Functional Chief. Serve as the AMC CCPM and Activity Career Program Manager (ACPM) for CP-33.

(16) Assure program funding, defend program and funds and manage the Army's Ammunition Peculiar Equipment program.

(17) Review and evaluate all Class V physical security and environmental programs, issues, procedures and waivers to identify and resolve contradictions with other ammunition logistics policies and procedures.

(18) Develop policy, oversee and assess the execution of AMC ammunition depot workloading.

(19) Establish policy for AMC and DA relative to ammunition wholesale supply. Manage ammunition supply for AMC, including prepositioned ships and Army war reserve/operational projects and war reserve stocks for allies.

(20) Monitor IOC and MICOM execution of wholesale ammunition inventory effectiveness program. Prepare and submit quality Inventory Control Effectiveness (ICE) reports to higher headquarters.

(21) Monitor the Army's Ammunition Plant/Depot Storage Program for long-term storage of ammunition.

(22) Respond to GAO/AAA/IG reports, findings and inquiries concerning ammunition or ammunition related logistics or functional issues.

(23) Develop, direct, coordinate, support and monitor the execution of transition to war ammunition logistics planning within the Office of the Deputy Chief of Staff for Ammunition (ODCSA).

(24) Participate in development of Army mobilization, prepositioning and contingency plans involving Class V materiel.

(25) Manage Army ammunition war reserve/operational project stocks and war reserve stocks for allies for HQDA.

(26) Manage prepositioned ship afloat maintenance cycle (Army Reserve-3) for ammunition.

(27) Serve as the Vice Chairman and the AMC/ODCSA representative to the Committee for Ammunition Logistics Support (CALS). Participate in Missile Distribution Plan (MIDP) Review.

(28) Direct, administer, track and update distribution issues of the CALS.

(29) Monitor, oversee, plan, and defend requirements for ammunition transportation.

(30) Plan, direct, coordinate, monitor and execute programs for improved stockpile and war reserve/operational project accountability and management for the Army. Develop and disseminate policy and direction for program improvements and economies.

(31) Serve as staff proponent within the ODCSA for EOD issues.

(32) Monitor, assess, analyze, and report to the DCSA on environmental issues. Serve as the DCSA/SARDA ammunition focal point on all ammunition environmental issues, tasks, missions, and policy directives.

(33) Plan, coordinate, integrate, and monitor the assigned Nuclear Surety Program, to include inspections and management evaluations. Represent the DCSA on the Chemical Nuclear Surety Advisory Council (CNSAC), upon request.

(34) Develop, review, monitor, and update regulatory guidance and policy affecting AMC nuclear programs.

(35) Provide HQ AMC membership and POC for Nuclear Survivability Committee Secretariat.

(36) Serve as the primary action office for assisting the DCSA in the accomplishment of his/her duties as the representative to the Nuclear Survivability Committee.

(37) Monitor the Army Strategic Mobility Program and Military Construction, Army (MCA) programs for all Class V sites under the control of AMC. In coordination with AMCEN, prioritize programs and submit cost estimates to DA and DOD.

(38) Plan, identify, develop positions, and reserve issues related to implementing standard ammunition automated systems at the Army and Services wholesale level.

(39) Provide ammunition representation to the AMC Operations Center during operations and exercises.

(40) Serve as primary DCSA, OASA(RDA), and AMC manager on logistics issues related to fielded Class V missile systems.

(41) Serve as DCSA primary focal point for wholesale ammunition logistics system.

(42) Serve as the primary HQDA manager for AWR-1, AWR-2/WRS-I, AWR-3, AWR-4/WRSA-K, and AWR-5. Review MOUs and MOAs with the supported Commanders-

In-Chief (CINC) and with the Commanders of Naval Weapons Station Concord/Charleston and Camp Darby. Conduct liaison and on-site to assure DA objectives are met.

(43) Serves as the DCSA focal point for ammunition management support for FMS and grant aid.

(44) Primary point of contact for the Executive Director for Conventional Ammunition (EDCA) for SMCA issues.

7-6. Congressional Specialist. a. **Mission.** Manage all communications with the Congress, the HQDA Office of the Chief of Legislative Liaison, AMC Special Assistant for Congressional Affairs, and Army Budget Liaison concerning ammunition program management and the Procurement of Ammunition, Army (PAA) appropriation.

b. **Functions.**

(1) Maintain continuous liaison with Congressional liaison activities, the staffs of MSCs, the Army Staff and Secretariat, other Services, and industry concerning items of Congressional interest.

(2) Maintain legislative history pertaining to the ammunition program and appropriation.

(3) Monitor and analyze current events in Congress to determine impact on the ammunition program.

(4) Assure information provided to members of the Congress and their staffs is responsive, accurate, and consistent with the Army's position.

(5) Serve as the authority on Congressional mark up of the ammunition procurement appropriation.

(6) Coordinate overall presentation and defense of the PAA budget. Prepare witnesses for testimony at Congressional Ammunition Hearings, and manage responses to official questions for the record.

(7) Coordinate briefings to and meetings with Members of Congress and Staff, including visits to ammunition installations.

CHAPTER 8

DEPUTY CHIEF OF STAFF FOR CHEMICAL AND BIOLOGICAL MATTERS

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CHEMICAL AND BIOLOGICAL MATTERS**

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DEPUTY CHIEF OF STAFF
FOR CHEMICAL AND BIOLOGICAL MATTERS

8-1. Deputy Chief of Staff for Chemical and Biological Matters (DCSCBM). The mission of the DCSCBM is to--

a. Serve as the single AMC entity responsible for providing policy, guidance, direction, and oversight for all chemical programs and biological defense programs, to include chemical and biological defense (CBD) materiel, chemical agents and munitions.

b. Provide policy and oversight of the Chemical Surety Program in AMC. Oversee and direct the activities of the AMC Surety Field Activity.

c. Fully support the AAE, ASA(RDA), and HQDA staff as necessary to develop, justify, provide, manage, and review procurement programs and budgets for CBD materiel.

d. Serve as the Army Executive Agent for Chemical Treaty Compliance.

e. Serve as the Command Chemical Surety Officer to ensure adequate execution of the chemical surety program in AMC per all HQDA and AMC applicable regulations and policy.

8-2. Assistant Deputy Chief of Staff for Chemical and Biological Matters (ADCSCBM). a. **Mission.** The mission of the ADCSCBM is to--

(1) Coordinate and manage all actions and activities of the Office of the DCSCBM.

(2) Represent the DCSCBM, in his absence, at all staff, committee, board, and other meetings at HQDA, AMC, etc., as appropriate.

(3) Advise and assist the AMC staff and field activities as well as PEOs and project/product managers on CBD matters.

(4) Exercise day-to-day supervisory and coordination responsibilities for the management of the U.S. Army Surety Field Activity.

b. **Functions.** The functions of the Office of the DCSCBM are to--

(1) Ensure centralized management of CBD materiel through RDA, logistics, demilitarization, issuing policy for the execution of the CBD materiel mission, and ensure identification, provision, and coordination of required resources.

(2) Ensure timely coordination with DLA or other agencies to identify problems and/or resources required to support nonassigned CBD materiel.

(3) Coordinate with appropriate AMC staff elements and MSCs in developing Army positions on CBD materiel operations and maintenance appropriations.

(4) Monitor CBD materiel programs to ensure that CBD materiel development and acquisition satisfies the approved requirements document.

(5) Monitor the execution of approved programs to ensure funds are used effectively and for the purpose appropriated.

(6) Serve as the AMC central management staff for the coordination of all CBD and chemical materiel matters, as well as operational issues, with OSD, HQDA, AMC staff, other MACOMs, other government agencies, and the private sector, as appropriate.

(7) Assist CBD program POCs with operational concerns on their assigned programs.

(8) Develop and/or coordinate the development of all responses to inquiries, reports, investigations, etc., to DOD, HQDA, GAO, AAA, and the AMC Command Group.

(9) Coordinate execution and develop policy for the Chemical Surety Program in AMC.

(10) Serve as the AMC focal point for all matters pertaining to the Chemical Stockpile and Non-Stockpile Disposal Programs.

(11) Monitor execution of the Chemical Treaty Compliance program.

(12) Assess shortcomings of assigned programs and develop/implement corrective actions.

(13) Establish and conduct programs to strengthen communication channels between HQDA, MSCs, other MACOMs, the Services, Program Managers (PM), and industry to enhance execution of assigned programs.

(14) Assist and focus the efforts of the AMC staff in support of MSCs, laboratories, activities, PMs, and centers, as required in the management of assigned programs.

(15) Coordinate AMC participation in overall CBD program reviews, mission area analyses and functional area assessments, and conferences; conduct periodic reviews to evaluate AMC programs, as required.

(16) Monitor program execution and ensure full emphasis is placed on timely and effective efforts to coordinate all program requirements.

(17) Direct, monitor, review, and recommend approval of special studies, plans, and analyses concerning assigned programs.

(18) Exercise staff proponency for assigned AMC chemical/ biological regulations, policies, plans, and formal training courses.

(19) Ensure the assigned chemical and biological aspects of mobilization plans are developed, reviewed and exercised.

(20) Monitor and support the development of environmental documentation and plans to support assigned programs.

(21) Provide principal source of engineering expertise in AMC for assigned programs.

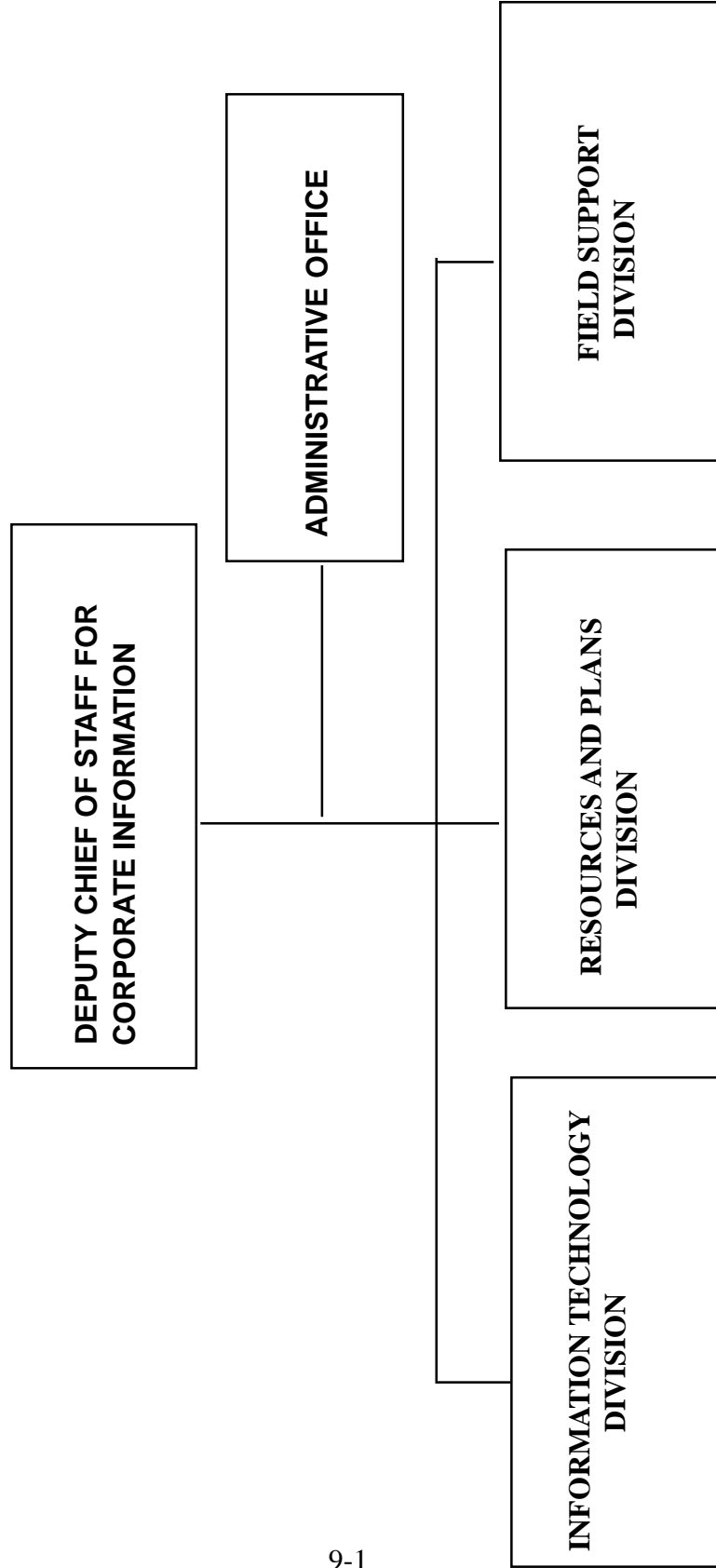
(22) Advise the AMC staff/Command Group on research, development, testing, acquisition, and readiness matters pertaining to assigned systems.

(23) Provide membership and coordinate AMC participation in appropriate systems and materiel-related study and advisory groups.

(24) Serve as the AMC focal point for all matters pertaining to the chemical stockpile storage, maintenance, and surveillance programs.

CHAPTER 9

DEPUTY CHIEF OF STAFF FOR CORPORATE INFORMATION



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DEPUTY CHIEF OF STAFF FOR CORPORATE INFORMATION

9-1. Deputy Chief of Staff for Corporate Information (DCSCI). The mission of the DCSCI is to--

a. Advise the Commanding General, U.S. Army Materiel Command (AMC), AMC staff, Major Subordinate Commanders, and Separate Reporting Activities on the Army Information Management(IM): automation, visual information, records management, telecommunications, publications and printing, and libraries.

b. Coordinate information policy and programs with DOD agencies, HQDA, and other Major commands. The DCSCI has staff oversight of AMC activities that provide information services to the command.

c. Serve as the focal point for the AMC Technical Business Process Manager and the AMC Information Process Owner.

9-2. Administrative Office (AMCIO-A). a. **Mission.** The mission of the Administrative Office is to perform coordination, planning, control, and other administrative functions for the DCSCI, as well as the Office of the Director of Information Management (DOIM), the Special Analysis Office (SAO), and the Computer-Aided Acquisition and Logistics Support (CALS) Requirements Integration Office. Disseminate policy and operating procedures, provide a broad range of administrative and personnel support functions in the conduct of day-to-day operations.

b. **Functions.** The functions of the Administrative Office are to--

(1) Provide internal personnel services, including maintaining personnel records; preparing personnel documents and processing personnel actions; providing advise in regard to maintaining time and attendance records; coordinating training plans, monitoring space allocations, and providing assistance to personnel regarding training procedures and requirements; and keeping records regarding committee memberships.

(2) Provide mail and records services, including mail distribution and control and follow up on action papers.

(3) Provide office services, including control of office space; requisition and distribution of office supplies and equipment; keep related records; and provide liaison with the Office of the Deputy Chief of Staff for Engineering Housing, and Installation Logistics on maintenance of office equipment, telephone service requests, and other similar activities.

(4) Develop DCSCI administrative policy and operating procedures.

(5) Maintain the Table of Distribution and Allowances (TDA) and the Mobilization TDA (MOBTDA) for DCSCI and provide guidance to managers. Serve

as the point of contact and coordinate all requests/actions with the Office of the Deputy Chief of Staff for Personnel.

(6) Monitor and process all civilian and military awards and performance appraisals and efficiency ratings.

(7) Distribute and monitor budgetary allocations that finance civilian manpower spaces, travel, training, and other associated costs and special programs/projects designated within the DCSCI.

(8) Serve as the DCSCI Security officer. Develop security policy and guidance and ensure DCSCI compliance. Maintain records on security clearances and associated functions.

(9) Serve as the Information Systems Security Officer (ISSO) and provide guidance within the DCSCI

(10) Prepare and maintain roster of common services and delegate accordingly.

(11) Maintain electronic suspense system and keep managers informed on pending overdue suspenses. Serve as the point of contact with SGS on all suspenses.

(12) Serve as the DCSCI lead and focal point for the Annual Historical Review, office segments of fund drives, and various other projects as they occur.

9-3. Information Technology Division (AMCIO-T). a. **Mission.** Manage the technical aspects of the AMC Information Management (IM). Provide oversight of the development and implementation of AMC's Information Architecture. Plan, direct and provide oversight of commandwide IM programs and projects.

b. **Functions.** The functions of the Information Technology Division are to--

(1) Develop plans and provide direction to accomplish assigned commandwide IM projects (e.g., Year 2000 Resolution). Formulate budget requirements, manage associated resources, monitor status and provide progress reports to the AMC command group.

(2) Provide policy and guidance for emerging information technologies within AMC. Serve as an advocate for IM technologies. Provide use of technologies (e.g., Worldwide Web, digitized information, electronic information transmission, workgroup computing, enterprise information systems) and integration of automation and communications technologies.

(3) Provide DCSCI oversight of and guidance to the AMC Executive Agent for Information Technology in the development, modernization, implementation and enforcement of the AMC Information Architecture. Develop command policy related to AMC's geographical technical architecture and information and data models.

(4) Provide staff management and oversight the development and implementation of automation supporting AMC's three core competencies.

(5) Perform required functions of Technical Business Process Manager supporting AMC Automated Systems configuration control boards. Chair the Technical Information Managers meeting. Identify and participate in securing funding for information technology projects.

(6) Serve as DCSCI liaison and focal point for embedded weapon systems and support systems (e.g., Postdeployment software support Process Action Team), modeling, simulation and wargaming (e.g., Louisiana Maneuvers), and the High Performance computer Program.

(7) Manage, direct and support initiatives to measure, analyze and improve IM processes (e.g., Managing Application Program (MAP), configuration management software capabilities for multitier use, practical software measurement).

(8) Serve as the DCSCI focal point to satisfy internal IM requirements.

9-4. Resources and Plans Division (AMCIO-S). a. **Mission.** The mission of the Resources and Plans division is to develop and implement information management policies; provide resource management and planning oversight; control resources' execution, establish and implement life cycle and requirements documentation; management Major Automated Information Systems Review Council (MAISRC).

b. **Functions.** The functions of the Resources and Plans division are to--

(1) Serve as the focal point for DA/DOD directed IM Plans and Policies, to include Total Army Quality planning.

(2) Provide oversight for information management planning, policy, and organization structures, programs, and processes.

(3) Provide policy and oversight of command implementation of IM Life Cycle Management.

(4) Establish and administer MAISRC-like activities.

(5) Serve as the Secretariat for the Information Management Council.

(6) Manage the DCSCI input to the AMC Information Modernization Plans and the DCSCI Command Information Management Requirement statement process.

(7) Oversee IM aspects of the Military Construction Army (MCA) Program.

(8) Plan AMC's participation and utilization of DA's Power, Projection, Communication 4, Infrastructure (PPC4I) Programs - Outside Cable Rehabilitation (OSCAR) MACOM Telephone Modernization Program (MTMP), Common User Installation Transport Network (CUITN) and the Army Gateway Program (AGP).

(9) Serve as the DCSCI IM Resource Program Manager. Manages Program Development and Execution for OPA/OMA/DBOF funded IM Program. Provide general resources oversight for Publications, Visual Information (VI), IM Research, Development Test and Evaluation (RDTE), High Performance Computer Program (HPCP), and IM Management Decision Packages (MDEP).

(10) Oversee the development and execution of all AMC Central Design Activity Workplans.

(11) Provide oversight of Fee-For-Service implementation in the IM Area.

(12) Develop IM guidance per resource management directives and IM resource allocation and distribution plans.

(13) Prepare IM resource management summary reports; prepare PPBES documentation, to include Information Technology System Budget (ITSB).

(14) Gather and disseminate MSCs/SRAs and installations information on all government contract vehicles (precompeted and awarded (Indefinite Quantities (IDIQ) available for purchasing of ADP hardware and software products.

9-5. Field Support Division (AMCIO-F) a. Mission. The mission of the Field Support Division is to ensure that the AMC Information Management(IM) services meet the customer needs and regulatory/policy requirements; provide staff oversight review and evaluation of operations and maintenance of IM facilities and services in the field; provide IM career program management administer, to include administration of IM training requirements and opportunities.

b. Functions. The functions of the Field Support Division are to--

(1) Develop, review, coordinate and integrate assigned IM policy and requirements.

(2) Participate in the review, evaluation, validation, and prioritization of IM equipment and systems requirements.

(3) Manage the AMC Records Management Program (to include Freedom of Information Act and Privacy Act programs).

(4) Manage the AMC Publications and Printing Program, including printing and distribution of the Departmental Equipment Publications for which AMC is the proponent. Chair the AMC Equipment Manuals Council.

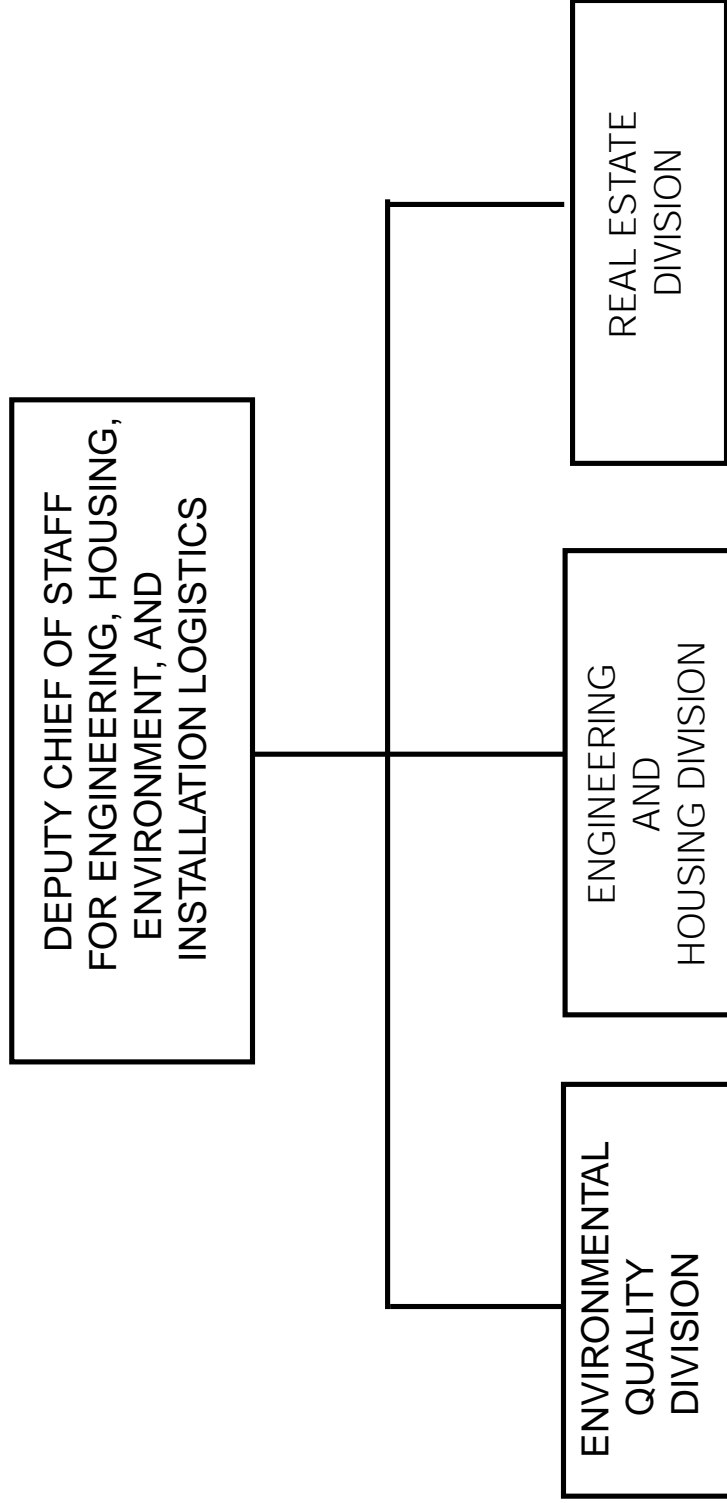
- (5) Manage the DA/AMC Equipment Publications Program.
- (6) Manage the AMC Library Program.
- (7) Manage the AMC Visual Information Program.
- (8) Monitor external inspections and audits to determine IM impact.
- (9) Manage the AMC Career Program 34 (IM).
- (10) Provide DCSCI staff oversight of command IM facilities and services, including Continuity of Operations Plans (COOP) and the AMC HF Radio network.
- (11) Serve as secretariat and proponent for the Information Management Board of Directors (IMBOD).
- (12) Maintain AMC baseline Information Management architecture.
- (13) Manage and validate all requests for long haul communications circuits.
- (14) Provide Contracting Officer Technical Representative (COTR) support for commercial Administrative Telephone Services (ATS) telecommunications contracts.
- (15) Manage the command's automatic data processing equipment (ADPE) inventory and excess reporting.
- (16) Provide direction for the AMC Video Teleconferencing (VTC) facilities, equipment and contracts.
- (17) Oversee configuration and release management policy for AMC IM customers.
- (18) Provide IM advice and support to the Command-Logistics Operation Center (C-LOC) in planning and conducting all operations and exercises.
- (19) Provide oversight for DISA Defense Megacenter (DMC) Fee-For-Service implementation.
- (20) Serve as the DCSCI focal point between AMC and DISA on all customer-related issues, to include processing, workload, and services.
- (21) Serve as the DCSCI focal point for AMC on assigned IM Base Realignment and Closure (BRAC) recommendations.
- (22) Oversee the development, coordination, approval, and execution of Service Level Agreements (SLA) with command IM service providers.

(23) Monitor the implementation of Defense Message System (DMS) for the command.

(24) Serves as principal advisor to the DCSCI and Command elements regarding IM and ADPE logistic's policies, concepts, and programs.

CHAPTER 10

DEPUTY CHIEF OF STAFF FOR ENGINEERING, HOUSING, ENVIRONMENT, AND INSTALLATION LOGISTICS



CHAPTER 10

DEPUTY CHIEF OF STAFF FOR ENGINEERING,
HOUSING, ENVIRONMENT AND INSTALLATION LOGISTICS

10-1. **Deputy Chief of Staff for Engineering, Housing, Environment and Installation Logistics (DCSEN).** The mission of the DCSEN is to--

a. Exercise commandwide management over programming, development, and management of the physical plant of AMC and its CONUS installations, and all of the logistical and support services incident of the operation of those installations.

b. Direct the development and defense of programs involving construction, real estate, maintenance and repairs, utilities, family housing, and logistical support services.

c. Manage and control the AMC Environmental Program for the prevention, control, and abatement of all pollution relating to installations, facilities, and materiel.

d. Manage and control the AMC Energy Program for the reduction of energy consumption without degradation of mission accomplishment.

e. Chair the AMC Energy Planning and Policy Committee (EPPC).

f. Serve as resource strategy proponent for the Army goal of "providing facilities."

g. Serve as Resource Director for MCA, Army Family Housing (AFH), and Defense Environmental Restoration Account (DERA) appropriations, Real Property Maintenance Activities (RPMA), Troop Issue Subsistence Activity (TISA), and base operations (BASOPS) A,B,C,D,E, and H, and the AMC leasing account.

h. Provide operational control over AMC Installations and Services Activity (AMC I&SA), Rock Island, IL.

10-2. **Environmental Quality Division (EQD).** a. **Mission.** The mission of the EQD is to comply with the U.S. Army environmental quality goals and objectives and to manage the AMC programs for: environmental compliance; cleanup of toxic and hazardous contamination; hazardous material and waste management; waste reduction; environmental R&D; and environmental assessment.

b. **Functions.** The functions of the EQD are to--

(1) Manage environmental information/technology transfer to MSCs/installations/SRAs.

(2) Evaluate program effectiveness through Environmental Compliance Reviews (environmental audits).

(3) Recognize environmental achievements and accomplishments via environmental awards programs for individuals and installations.

(4) Identify requirements, prioritize, and champion commandwide resources to meet compliance, installation restoration, waste reduction, and installation pollution prevention, natural and cultural resource conservation, and environmental R&D requirements.

(5) Provide management, policy, and guidance for the operation of command automated environmental reporting systems. Receive and consolidate MSCs' information and prepare AMC reports to DA/DOD/EPA.

(6) Serve as command representative on environmental training matters.

(7) Serve as command representative on environmental matters related to conventional munitions and surety material, to include demilitarization.

(8) Coordinate Army Environmental Hygiene Agency environmental services to AMC installations.

(9) Provide support to MSCs/installations for DERP management and technology, to include coordination and representing AMC at HQDA DERP workplan meetings to prioritize AMC's funding requirements.

(10) Promulgate policy/guidance and provide management support to MSCs/installations/SRAs on all aspects of the following federal, state, local laws and Army regulations implementing the Resource Conservation and Recovery Act; National Environmental Policy Act; Clean Air Act; Clean Water Act; Toxic Substances Control Act; Noise Control Act; Federal Insecticide, Fungicide and Rodenticide Act; Endangered Species Act; Safe Drinking Water Act; Comprehensive Environmental Response, Compensation, and Liability Act ("Superfund"); Superfund Amendments and Reauthorization Act; and Federal Facility Compliance Act.

(11) Represent the command on Joint, Defense, and DA staff level environmental policy and study groups.

(12) Manage the command Pollution Prevention programs, to include the former Hazardous Waste Minimization (HAZMIN) program. Provide pollution prevention information exchange and new prevention initiatives for MSCs/installations/SRAs, to include recycle and reuse programs.

(13) Promulgate command National Environmental Policy Act (NEPA) policy, guidance and procedures and provide NEPA policy support for installation planning actions, installation master plans, cultural and natural resources management matters, and for materiel and weapon systems life cycle requirements.

(14) Provide center of expertise for environmental analysis documentation in support of BRAC and other real property actions.

(15) Provide environmental assessment policy support to MSCs/ installations for installation restoration program (IRP), remedial investigations, and feasibility studies.

(16) Provide staff support and serve as executive secretary for the HQ AMC Environmental Management Action Group (EMAG).

10-3. **Engineering and Housing Division (EHD).** a. **Mission.** The mission of the EHD is to direct the management of installation planning and development for both peacetime and mobilization missions, the full range of RPMA, MCA, AFH, CA, Defense Retail Interservice Support (DRIS), and related programs for efficient operation, maintenance, and enhancement of real property facilities and infrastructure.

b. **Functions.** The functions of the EHD are to--

(1) Provide master planning for facilities to support peacetime and mobilization requirements, including approval of installation master plans, land use changes master plan projects, relocatable buildings, and installation design guides.

(2) Plan, program, budget, and execute real property maintenance activities for efficient and effective operation and maintenance of facilities and infrastructure. This will include the approval of major maintenance and repair projects; allocation of RPMA funds for Operation and Maintenance, Army (OMA); RDTE and Army Industrial Fund (AIF)/DBOF-funded projects; and implementation and supervision of the AMC energy management, CAs, and DRIS programs.

(3) Manage AMC's MCA program, including Unspecified Minor MCA, private-funded construction, BRAC and National Command Authority (NCA) pollution abatement and chemical demilitarization programs.

(4) Manage AFH and Unaccompanied Personnel Housing (UPH) programs, including construction, maintenance/repair, revitalization, furnishings, and housing referral/relocation programs. Provide resource/fund management for AFH accounts and nonappropriated funds (NAF).

(5) Manage the Facilities Reduction Program, to eliminate aged, obsolete and/or excess facilities so as not to waste limited RPMA resources on continuing maintenance.

(6) Manage DCSEN programs in support of Army Communities of Excellence.

(7) Interface with Directorates of Public Works (DPW) centers that will serve AMC installations.

(8) Manage programs supportive of DCSEN personnel, including professional development and training, Engineers and Scientists (resources and

construction) Career Program, Housing Management Career Program, and the intern programs sponsored by U.S. Total Army Personnel Command (PERSCOM) and Army Corps of Engineers (for environmental interns).

(9) Provide for AMC participation in the Directorate of Engineering and Housing (DEH) Awards, Secretary of the Army Energy Awards, and other programs to recognize engineering and housing excellence.

(10) Manage HQ AMC relocation project, including associated planning and internal/external coordination.

10-4. **Real Estate Division (RED).** a. **Mission.** The mission of the RED is to manage AMC real estate resources, providing direction to subordinate AMC elements and coordination to higher DOD authority, Congress, private industry, and the general public.

b. **Functions.** The functions of the RED are to--

(1) Manage all AMC real estate resources, to include the development of planning guidance, regulations, verification of requirements, and establishment of policy, provide technical guidance and functional supervision of AMC elements.

(2) Develop, evaluate, and manage a program for the acquisition and occupancy of AMC real estate by purchase, lease, transfer, donation, exchange, permit, license, or easement. Validate acquisition requests to ensure compliance with AMC/Army/DOD standards and policies. Develop and implement AMC policy in this area.

(3) Develop and manage the AMC program to conduct on-site real property utilization surveys and to develop and implement AMC real estate utilization policy. Review disposal recommendations of General Services Administration (GSA) and HQDA survey reports to ensure that real estate requirements for AMC mission and mobilization plans are not jeopardized. Provide utilization survey results and recommendations to MSC and installation commanders. Review major AMC utilization changes and construction plans to ensure adherence to established standards, economic feasibility and DA/DOD policy and regulations.

(4) Develop and manage the AMC program for the disposal of real estate resources, to include physical land and the appurtenances affixed thereto. Monitor and provide technical expertise and guidance for real estate actions relating to closure, partial closure, or inactivation of AMC real estate, and outgranting of real estate for non-Government use, including construction of facilities. Develop and implement AMC policy for real estate disposal. Validate disposal plans to ensure that disposal plans do not jeopardize current AMC missions.

(5) Establish AMC policy and provide AMC instructions for carrying out the DOD community economic adjustment program. Represent HQ AMC to the DOD Office of Economic Adjustment.

(6) Develop and manage the AMC portion of the Federal program for the protection and enhancement of the cultural environment pursuant to Executive Order 11593 that requires nomination, protection, and maintenance of national historic buildings, sites, objects, and districts. Develop and implement AMC policy in the cultural resource protection area.

(7) Develop and manage a program for the granting of AMC real estate for non-Army use, including limitations, terms, competition, and surveillance. Review proposed leases for non-Government use of real estate for technical adequacy, conformance with AMC policies, terms, and limitations. Develop and implement AMC policy in the granting area.

(8) Develop, evaluate, and manage the program for AMC acquisition and occupancy of GSA-furnished general and special purpose space. Develop and implement AMC policies in this area. Manage the budget to reimburse GSA for GSA furnished space.

(9) Analyze AMC real estate resources to determine adequacy.

(10) Maintain liaison with other Army commands and other Government agencies and departments. Represent the AMC before DA, DOD, and Congressional authorities, as required.

(11) Exercise staff supervision over the reporting of the AMC portion of the inventory of military real property. Review for real property reporting for adequacy and sufficiency, develop AMC policy in the real policy reporting area.

(12) Evaluate IG, U.S. Army Audit Agency (USAAA), GAO, and other reports that reflect problems or deficiencies relating to assigned functions, and direct appropriate action.

(13) Provide technical assistance and expertise in Army Industrial Real Estate Management to AMC elements, HQDA, DOD, the Army Secretariat, state and local authorities and community groups. Serve on AMC/DOD and other ad hoc committees, studies, and task forces. Develop and implement AMC policies in these areas.

(14) Develop, manage, and create policy for the AMC program for conversion and diversion of facilities.

(15) Develop and manage the AMC program to ensure that real estate is available to meet mission needs in event of mobilization.

(16) Develop and manage the AMC Mineral Leasing program.

(17) Develop and manage the AMC program to provide housing for the homeless, including the McKinney Homeless Assistance Act and other such efforts.

(18) Develop, manage, and implement the AMC program for real estate training throughout AMC.

(19) Provide base operations support including, but not limited to, logistical operations, supply, maintenance, transportation, space utilization, and management for HQ AMC.

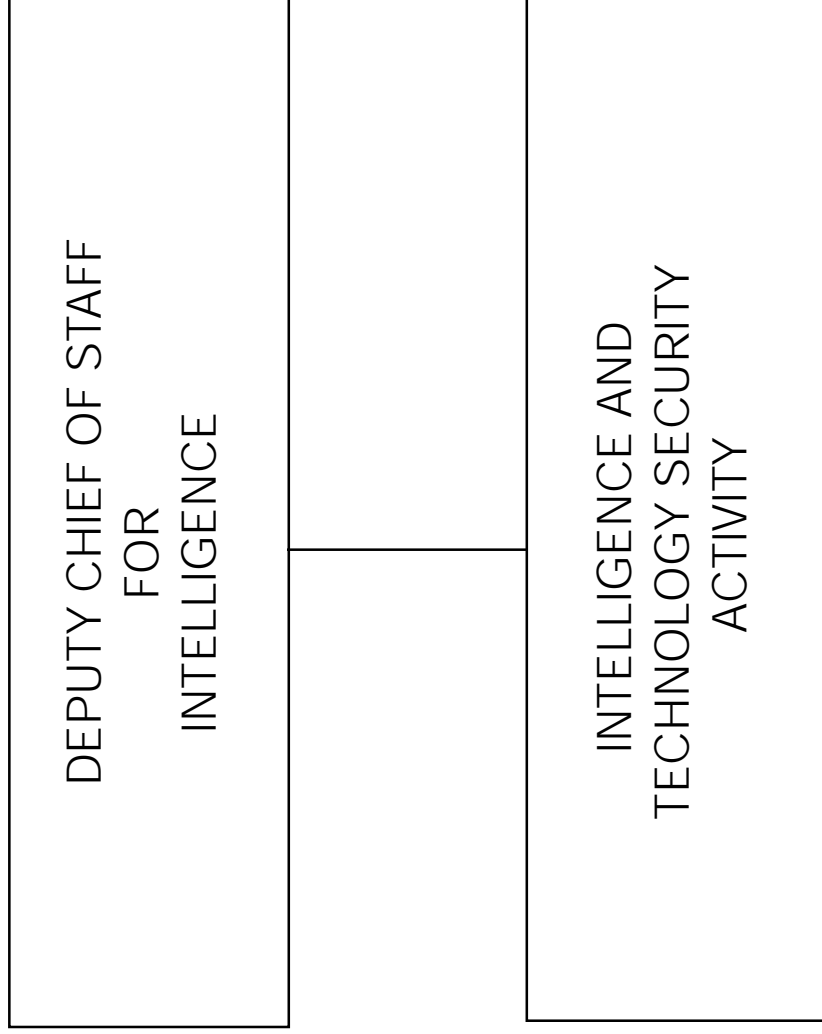
(20) Develop annual budget requirements and manage the program for HQ AMC supplies, equipment, equipment maintenance and contractual services.

(21) Manage the utilization, repairs, renovation, space changes, and utilities of space assigned for the use of HQ AMC personnel.

(22) Provide liaison and the HQ AMC POC between the DOD building manager, the building owner organization, the parking management organization, and HQ AMC on matters of quality of life and other issues.

CHAPTER 11

DEPUTY CHIEF OF STAFF FOR INTELLIGENCE



CHAPTER 11

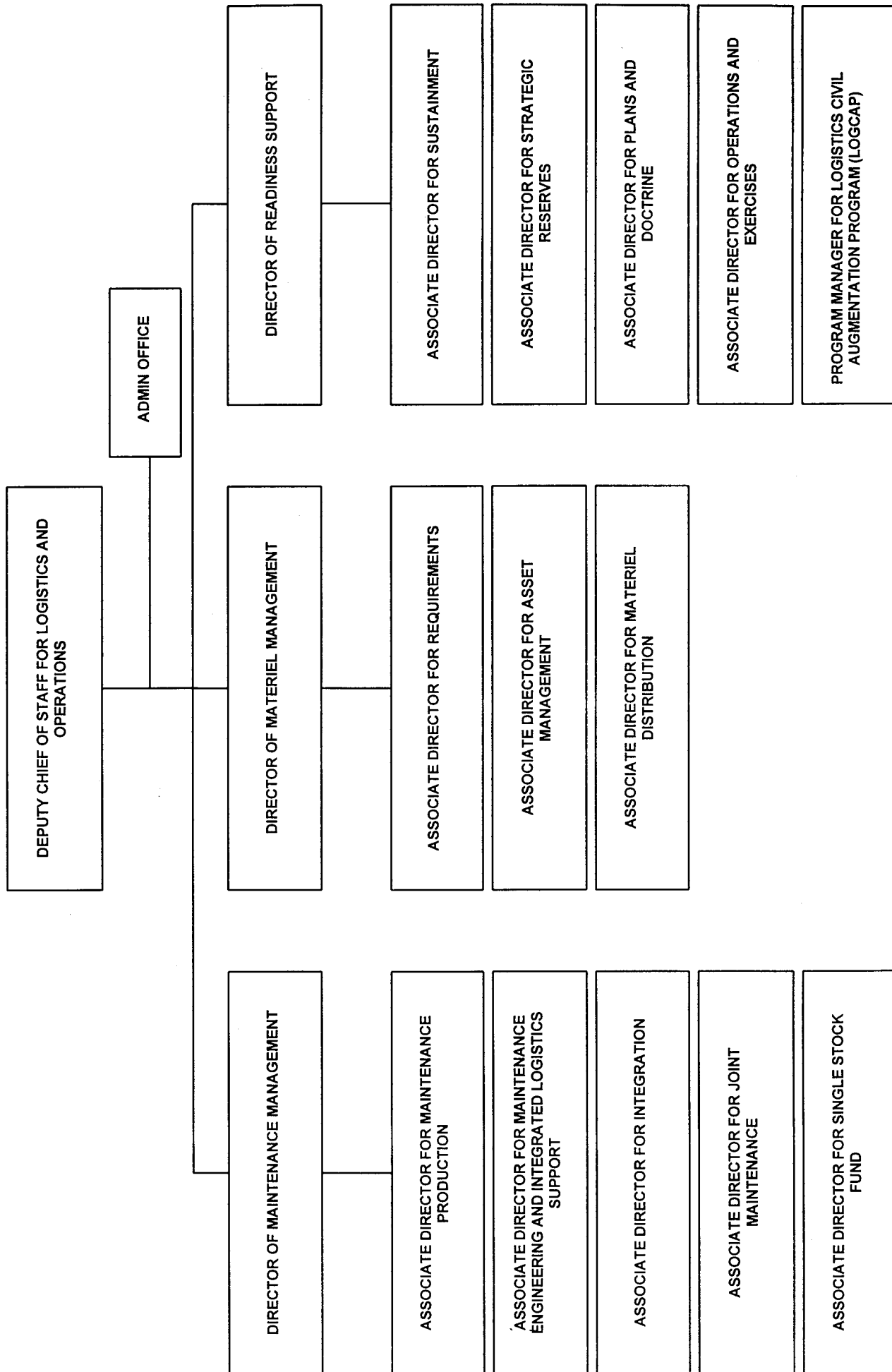
DEPUTY CHIEF OF STAFF FOR INTELLIGENCE

11-1. **Deputy Chief of Staff for Intelligence (DCSINT).** The mission of the DCSINT is to formulate and direct the execution of intelligence, counterintelligence, security countermeasures, sensitive compartmented information, and special access program policies and procedures required to support and protect research, development, acquisition and readiness programs throughout AMC and in support of PEO/PM structure, as required. Ensure intelligence oversight training for command intelligence and security staffs is accomplished. Manage the AMC portion of the General Defense Intelligence Program. The DCSINT exercises staff supervision and oversight of the Intelligence and Technology Security Activity (ITSA).

11-2. **Intelligence and Technology Security Activity.** The ITSA supports both Headquarters and major subordinate commands/separate reporting activities in the execution of intelligence and security related programs. The ITSA provides all-source intelligence support to AMC research, development, test and evaluation communities by obtaining required threat scenarios, assessing foreign technologies, identifying the foreign technical threat, and providing intelligence to support AMC's Force Protection Program. Security countermeasures responsibilities include support to on-site treaty inspections and management of all information, personnel, industrial, operations, automated information systems, and communications security; technical surveillance counter-measures; foreign disclosure; special access programs; and special security programs.

CHAPTER 12

DEPUTY CHIEF OF STAFF FOR LOGISTICS AND OPERATIONS



CHAPTER 12

DEPUTY CHIEF OF STAFF FOR LOGISTICS AND OPERATIONS

12-1. Deputy Chief of Staff for Logistics and Operations (DCSLOG). The mission of the DCSLOG is to establish policy and provide guidance and direction for effective logistics management and logistics support for materiel readiness, supply, maintenance, transportation, integrated logistics support, product line management, and sustainment to meet strategic goals and objectives during peacetime and mobilization.

12-2. Administrative Office. a. Mission. The mission of the Administrative Office is to establish policy and provide operating procedures for the deputy chief of staff and perform coordination, planning, control and administrative functions for the DCSLOG.

b. Functions. The functions of the Administrative Office are to--

- (1) Develop policy and operating procedures.
- (2) Develop and update DCS input to AMC-R 10-2, Headquarters, AMC Organization, Mission and Functions.
- (3) Develop and carry out EEO Plan of Action.
- (4) Maintain the DCS-level office TDA, and provide guidance to division chiefs regarding TDA personnel requirements and authorizations.
- (5) Manage and oversee the preparation and submission of the DCS budget, Command Integrated Resource Submit (CIRS).
- (6) Establish functional requirements for a computerized data retrieval system to serve the management information needs of the DCS-level office organizational elements.
- (7) Manage the DCS Duplicate Emergency Files (DEF) Program.

12-3. Director for Maintenance Management. The mission of the Director for Maintenance Management is to establish policy and provide guidance for Maintenance Engineering (ME) Program Management, Integrated Logistics Support (ILS), New Equipment Training (NET) and Total Package Fielding (TPF); provide wholesale/retail maintenance policy and guidance; and serve as principal staff support on logistics information systems; develop, implement, and maintain policy and guidance for management and promotion of depot maintenance interservicing programs; and, establish policy and provide guidance and direction for the depot maintenance program and the depot maintenance strategic planning.

12-4. Associate Directorate for Maintenance Engineering and Integrated Logistics Support (ILS). a. Mission. The mission of the Associate Directorate for Maintenance Engineering and Integrated Logistics Support is to

establish policy and provide guidance for Maintenance Engineering (ME) Program Management, Integrated Logistics Support (ILS), New Equipment Training (NET), and Total Package Fielding (TPF) to ensure compliance by AMC MSCs and SRAs.

b. Functions. The functions of the Associate Directorate for Maintenance Engineering and ILS are to--

(1) Serve as the DA Executive Agent and Command functional manager for the Logistics Support Analysis (LSA) process and Logistics Support Analysis Record (LSAR).

(2) Serve as the DA Executive Agent for the Army Modernization Training Automation System (AMTAS) for New Equipment Training (NET).

(3) Direct and coordinate execution of AMC actions in support of Total Package Fielding (TPF) unit activations/conversions and NET.

(4) Establish and maintain policies, procedures, systems, plans, and objectives for TPF.

(5) Serve as the chair of the TPF/CBS-X Integrated Process Team (IPT) to analyze/correct TPF in transit visibility deficiencies within CBS-X.

(6) Establish and maintain policies, procedures, systems, plans, and objectives for NET.

(7) Develop policy and procedures and provide guidance, direction, and assistance for the management and execution of AMC's ILS Program.

(8) Serve as function proponent for the Logistics Planning and Requirements Simplification System (LOGPARS), including joint service application and foreign national interests.

(9) Act as the AMC coordinating focal point for the HQDA Quarterly ILS Review for Nonmajor Systems.

(10) Serve as the AMC representative on the Army's ILS Executive Committee.

(11) Manage AMC's Maintainability Intern Program.

(12) Establish and develop ILS policies and procedures for Contract Logistics Support (interim and life cycle).

(13) Provide ILS functional assistance to PEOs/PMs/MSCs.

(14) Provide AMC representation to the joint Service and Army LSA/LSAR Technical work groups.

(15) Provide representation on the Army's ILS policy subcommittee.

(16) Provide ILS functional representation to the HQ AMC Quarterly Management Reviews.

(17) Serve as the AMC focal point for implementing the Reliability Centered Maintenance (RCM) concept in fielded equipment and for inclusion in new, emerging systems.

(18) Serve as Chair of the AMC Provisioning Advisory Group (PAG) and AMC member of the Department of Defense Provisioning Policy Advisory Team (DODPPAT).

(19) Provide coordination interface between HQ AMC, MSCs, and TRADOC for maintenance training conducted above the retail level (i.e., civilians and senior officer training) for Senior Officers' Logistics Management Course (Fort Knox) and Army Maintenance Management Course (Army Logistics Management Course (ALMC)).

(20) Serve as the AMC focal point for the DOD Depot Maintenance Cost Accounting and Production Report (1397 Report).

(21) Serve as chair of the 1397 Report IPT to determine ways to improve the reporting process.

(22) Manage maintenance allocation functions designated to properly identify various levels, e.g., Maintenance Allocation Charts (MAC), level of Repair Analysis (LORA).

(23) Administer the Equipment Improvement Recommendation (EIR) Program, and maintenance involvement in the Quality Deficiency Reporting (QDR) System.

(24) Serve as the AMC focal point for Safety-of-Use Messages (SOUM) where maintenance is a significant factor in preventing loss of life or damage to equipment.

(25) Develop policy and procedures and provide guidance, direction, and assistance for the management and execution of AMC's maintenance program.

(26) Provide policy for the application of modifications to Army equipment.

(27) Serve as proponent for AR 750-10.

(28) Serve as proponent for Modification Application Control System (MODACS) or its replacement system.

(29) Coordinate application of modification kits Army-wide. Chair theater conferences with field commands to coordinate modification fielding plans.

(30) Provide policy guidance to Modification Work Order (MWO) coordinators in the MSCs.

(31) Establish and maintain policies and procedures for the Army Oil Analysis Program (AOAP).

(32) Serve as the AMC focal point for Army Maintenance Expenditure Limits (MEL).

12-5. Associate Directorate for Integration. a. Mission. The mission of the Associate Directorate for Integration is to serve as principal advisor for logistics business to the Principal Deputy (PD) for Logistics and the AMC Deputy Chief of Staff for Logistics and Operations (DCSLOG) for the logistics automation area.

b. Functions. The functions of the Associate Directorate for Integration are to--

(1) Provide advice, develop alternatives and recommendations for the PD for Logistics, the DCSLOG, and the ADCSLOG for all logistics business systems initiatives.

(2) Serve as primary AMC focal point to the Deputy Under Secretary of Defense (DUSD) Logistics Business Systems and Technical Development (LBS&TD) for logistics business systems requirements and funding issues.

(3) Provide AMC staff lead for millennium date changes for all AMC business systems (less ammunition at the plants/arsenals), including the operating systems. This includes the Commodity Command Standard System (CCSS), the Standard Depot System (SDS), the Logistics Support Activity (LOGSA) systems, the Information Software Support Center (ISSC) systems, and all uniques and bridges.

(4) Serve as Army/AMC lead for Program Budget Decision (PBD) 401, Joint Logistics Systems Center.

(5) Support the Commanding General and the Deputy Commanding General for Joint Logistics Commander (JLC), Breakfast Club and equivalent groups for automation agenda items.

(6) Support the AMC PD for Logistics and the ADCSLOG for all actions for the DUSD (LBS&TD) chaired Logistics Information Board. Serve as their representative, as required.

(7) Serve as Army lead for the DUSD (LBS&TD) chaired Requirements Working Integrated Product Team (WIPT).

(8) Serve as Army lead for the DUSD (LBS&TD) chaired Financial WIPT.

(9) Serve as AMC lead for the OSD Command, Control, Communications, and Intelligence (C3I) chaired Joint Logistics Systems Center (JLSC) Overarching Integrated Product Team (OIPT).

(10) Serve as Army lead for the JLSC Economic Analysis (EA) WIPT.

(11) Serve as AMC lead for the DA-sponsored TRIAD Logistics Information Systems Workgroup.

(12) Serve as AMC lead for the DA-sponsored initiative Integrated Combat Service Support System (ICS3).

(13) AMC lead for the DA-chaired Logistics Automation Council of Colonels.

(14) Support the ADCSLOG, and represent as required, to the JLSC Functional Configuration Control Board (FCCB) and the Corporate Configuration Control Board (CCCB).

(15) Compile, prioritize, submit and defend automation funding requirements for both the Supply Management and Depot Maintenance Business Area.

(16) Serve as DCSLOG lead for the approval and execution of automation funding for changes to the CCSS.

(17) Support the AMC PD for Logistics and represent the DCSLOG, as required, on the Information Management Council on logistics systems matters.

(18) Establish policies and procedures for logistics systems functional management to include formulation, submission, and approval of functional requirements.

(19) Support the AMC PD for Logistics and the ADCSLOG as chairs for the Logistics Business Systems Corporate Board - Board of Directors.

(20) Provide logistics system policy guidance to the Lead AMC Information Systems Office (LAISO).

(21) Develop and provide plans and recommendations on logistics automation future to the AMC PD for Logistics and the DCSLOG to be presented to higher headquarters and OSD.

(22) Serve as AMC focal point for logistics systems with higher headquarters and OSD.

(23) Perform coordination, integration, conflict resolution and other liaison with OSD, HQDA, other Army activities, other DOD Services and agencies, and OSD for assigned programs and projects.

12-6. Associate Directorate for Joint Maintenance. a. Mission. The mission of the Associate Directorate for Joint Maintenance is to develop, implement, and maintain policy and guidance for management and promotion of depot maintenance interservicing programs. This includes the Army management Source of Repair (SOR) decision process for emerging systems, and changing current SORs for existing systems. The Associate Directorate for Joint Maintenance

coordinates the Joint Policy Coordinating Group on Depot Maintenance (JPCG-DM) activities, responds to requirements of the Defense Depot Maintenance Council (DDMC), manages depot maintenance competitions, and manages the AMC Materiel Maintenance Career and Intern Program. The goal of the Directorate is to seek interservicing opportunities to consolidate workloads, in order to attain economies and eliminate duplication of depot maintenance.

b. Functions. The functions of the Associate Directorate for Joint Maintenance are to--

- (1) Serve as the Army Maintenance Interservice Support Management Officer (MISMO).
- (2) Manage depot source of repair decision making.
- (3) Act as Army proponent for the joint service depot maintenance interservicing directive, AMC-R 750-10.
- (4) Provide oversight of directed workload consolidation.
- (5) Serve as Secretariat to the JPCG-DM.
- (6) Provide AMC/Army cognizance over Joint Depot Maintenance Analysis Group.
- (7) Serve as Joint Advisory Board member.
- (8) Act as the AMC logistics functional lead in developing Army policies and programs for both public-public and public-private competitions.
- (9) Manage the AMC Materiel Maintenance Career and Intern Program (CP-17).
- (10) Represent Army on development of the Defense Depot Maintenance Council (DDMC) business plan.
- (11) Provide Army member and alternate to the Joint Group on Logistics Audit Planning (JG-LAP).
- (12) Act as Army corporate business planner.
- (13) Develop AMC positions for input to DDMC.
- (14) Responsible for implementation of DDMC initiatives.
- (15) Direct inquiries to proper sources for responses needed from the following JPCG-DM subgroups: Joint Technology Exchange Group (JTEG), Joint Depot Environmental Panel (JDEP), Joint Performance Measurement Group (JPMG), and the Cost Comparability Committee (CCC) and its attendant Cost Comparability Handbook (CCHB).

(16) Implement BRAC Legislation related to realignment of Joint Depot Maintenance programs.

(17) Provide Army member to the Joint MILCON Review Panel (JMRP).

(18) Provide Army member to the Interservice Material Accounting and Control System Configuration Management Team.

(19) Manage the Army's Depot Maintenance Interservice Support Agreement (DMISA) Program.

(20) Coordinate training requirements for the DMISA training course.

12-7. Associate Directorate for Maintenance Production. a. Mission. The mission of the Associate Directorate for Maintenance Production is to establish policy and provide guidance and direction for the depot maintenance program and the depot maintenance strategic planning, the management of special programs and projects.

b. Functions. The functions of the Associate Directorate for Maintenance Production are to--

(1) Serve as the Operation and Maintenance, Army (OMA) Depot Maintenance Program Manager and proponent for Operational Plan -29 (OP-29).

(2) Manage the planning, programming and budgeting of the depot maintenance program for Major Items and Post Production Software Support (PPSS).

(3) Manage the depot maintenance CORE program to meet readiness and sustainability requirements in support of the Joint Chief of Staff (JCS) contingency scenarios.

(4) Interface with AMC MSCs concerning depot maintenance workloading; depot maintenance facility planning and requirements; work specifications, production standards, and facility capacity and use; technical aspects of depot maintenance mobilization industrial preparedness planning; and commercially contracted depot maintenance work load.

(5) Integrate depot maintenance level repair programs and evaluate program execution and accomplishment.

(6) Develop policies and procedures for the depot maintenance program and depot maintenance strategic planning.

(7) Direct the preparation of program and budget changes and integrate that data for submission to higher headquarters.

(8) Provide direction to DCSLOG functional managers in development of budgets, funds allocation, execution, integration, and evaluation of their programs.

(9) Coordinate the development and implementation of depot maintenance programs for assigned projects to ensure proper identification of requirements and synchronization with ongoing planning, resulting in an executable, balanced program.

(10) Develop data and integrate DCSLOG input in the preparation of Congressional testimony and answers to Congressional queries.

(11) Develop, manage and evaluate work load indicators that reflect the health of assigned programs and projects.

(12) Coordinate and integrate for AMC, recommendations and actions that approve the use of contractor Logistics Support (CLS) as a viable, necessary maintenance concept.

(13) Provide program integration for accomplishment of assigned projects.

(14) Perform coordination, integration, conflict resolution and other liaison with OSD, HQDA, other Army activities, other DOD Services and agencies, and other federal agencies for assigned programs and projects.

12-8. Associate Directorate for Integrated Sustainment Maintenance (ISM). a. Mission. The mission of the Associate Directorate for Integrated Sustainment Maintenance is to provide wholesale/retail maintenance policy, manage the implementation of Integrated Sustainment Maintenance (ISM); and manage the Specialized Repair Activity (SRA) Program.

b. Functions. The functions of the Associate Directorate for Integrated Sustainment Maintenance are to--

(1) On behalf of the Inter-MACOM ISM Corporate Board, manage the implementation of ISM Army-wide.

(2) Provide technical guidance and oversight for the National Sustainment Maintenance Management office.

(3) Develop and assess key ISM program management documents to include project milestone charts, metrics, and implementation plans.

(4) Resolve routine issues regarding ISM operations.

(5) Establish and manage contracts which support ISM operations.

(6) Compile, submit, and defend funding requirements for Defense Business Operations Fund (DBOF) resources.

(7) Coordinate efforts to transition ISM automation capabilities into an Army Standard Management Information System (STAMIS).

(8) Develop and coordinate personnel and force structure actions to staff the National Sustainment Maintenance Management (NSMM) office.

(9) Provide lead member of the consolidated ISM Site Survey/Implementation Team.

(10) Interface with Headquarters, Department of the Army (HQDA) Office of the Deputy Chief of Staff for Logistics (ODCSLOG) on the development of the Army Strategic Management Plan.

(11) Serve as ISM representative on the Cost Busters Efficiency Council.

(12) Provide management oversight of the Specialized Repair Activity (SRA) program.

(13) Resolve issues regarding interpretation of SRA policy and guidance.

(14) Publish procedures for processing a request for SRA authorization and its approval or disapproval.

(15) Review and process requests for SRA disapproval for submission to HQDA.

(16) Improve/streamline SRA process.

(17) Serve as Chair for the annual Army-wide SRA conference.

(18) Serve as functional proponent for the review of Industrial Operations Command Capital Investment Program.

(19) Develop and coordinate revisions/updates to AR 750-1.

(20) Provide interface with Single Stock Fund (SSF) Corporate Board to ensure synchronization of SSF implementation with ISM implementation.

(21) Ensure execution of ISM resources to achieve program objectives.

(22) Serve as ISM Inter-MACOM Corporate Board Secretariat.

12-9. Associate Directorate for Single Stock Fund. a. Mission. The mission of the Associate Directorate for Single Stock Fund is to serve as the HQDA focal point for the Single Stock Fund (SSF) Program. SSF is a logistics initiative which focuses on integrating retail and wholesale inventory management and financial accounting functions to streamline processes and produce significant business improvements. The initiative will produce changes to existing retail and wholesale logistics Standard Army Management Information Systems (STAMIS) for Class IX materiel as well as standard

financial budgeting and accounting automated systems. SSF will be extended to all Army installations and Corps. Task Force serves in a program management capacity to exercise cost, schedule, and performance control over this Army-wide Program. The office is the programs process integrator to synchronize SSF implementation via an Army-wide Corporate Board, chaired by HQ AMC.

b. Functions. The functions of the Single Stock Fund Program Management Task Force are to--

(1) Oversee the development and implementation of an Army-wide SSF program through both a headquarters and Army-wide matrix support structure to design, develop, and implement the project.

(2) Develop and monitor a SSF Implementation Strategy.

(3) Develop, assess, and monitor key SSF planning and program management documents to include: project milestone charts; costing documents, implementation plan, metrics, methodology plan, various SSF corporate board charters and taskings, and project baseline.

(4) Synchronize Corporate Board workgroup outputs into a comprehensive, executable program plan.

(5) Serve as the Management Control Mechanism to synopsize SSF Corporate Board workgroup outputs; document and catalog functional issues and solutions; monitor tasking status and document changes from the Project Baseline.

(6) Prepare, maintain and monitor the SSF Defense Business Operating Fund (DBOF) Capital and Logistics Operation (Log Ops) Budget.

(7) Ensure execution of SSF resources to achieve program objectives.

(8) Serve as the SSF Inter-MACOM Corporate Board Secretariat.

(9) Serve as the central Army repository for SSF documentation.

(10) Integrate SSF program with other logistics initiatives.

(11) Provide Corporate Board/AMC with counsel and advice regarding SSF.

(12) Serve as the HQ AMC/DA liaison to ensure Army organizations and key individuals with SSF role(s) are kept abreast of program plans and developments.

(13) Represent the Corporate Board/AMC at OSD, HQDA, and various meetings with functional, technical and senior leadership personnel.

(14) Provide representation on various SSF functional workgroups involved in developing business rules and functional descriptions that cross multidiscipline, multicommand and multidesign activity boundaries.

(15) Ensure contractual vehicles are in place to execute SSF development and implementation.

12-10. Director for Readiness. The mission of the Director for Readiness is to integrate all AMC force projection logistics functions and implement through the Logistics Support Element (LSE) in all military operations, operations other than war (OOTW), and exercises; exercise command and control of operations in a real or simulated emergency; serve as focal point within HQ AMC for both operational support issues, and AMC planning and participation in JCS/DA command post exercises; prepare and maintain the Command Operations Center (C-LOC), for activation during exercises, contingencies and operations; conduct day-to-day identification and resolution of crisis support issues; and maintain the capability to activate the C-LOC upon direction, tailored to a particular exercise, contingency, operation or emergency; establish policy and procedures and provide guidance and direction on all aspects of the Army War Reserve (AWR) program (except medical and ammunition); monitor the operational availability of fielded weapon systems and equipment, and when indicated, focus AMC resources on areas that have the potential of negatively impacting the materiel readiness of Army field forces. Develop AMC aviation policy for the management, operations, maintenance, and aircrew standardization for all AMC aviation units and Logistics Civil Augmentation Program (LOGCAP).

12-11. Associate Directorate for Strategic Reserves. a. Mission. The mission of the Associate Directorate for Strategic Reserves is to establish policy and procedures and provide guidance and direction on all aspects of the Army War Reserve (AWR) program (except medical and ammunition).

b. Functions. The functions of the Associate Directorate for Strategic Reserves is to--

(1) Serve as the DA Executive Agent for the Army War Reserve Program.

(2) Establish policy and procedures for management and accountability of Army war reserve stocks.

(3) Develop and submit the AWR program objective memorandum (POM) budget estimate, allocate AWR funds, direct AWR program funding execution, and evaluate AWR program funding implementation.

(4) Provide command guidance for AMC management and control of Army War Reserve Prepositioned Sets (AWRPS), Army War Reserve Sustainment (AWRS), Army War Reserve Operational Projects (AWROP).

(5) Develop policy, procedures and standards for reporting AWRPS readiness.

(6) Direct the development, integration, and validation of AWR requirements for all classes of supply (less class VIII).

(7) Develop, maintain and distribute the AWR force modernization master plan.

(8) Serve as the proponent for the Army War Reserve Automated Process (AWRAP).

(9) Serve as the proponent for AWR visibility, tracking and status reporting in the Total Asset Visibility (TAV) system.

(10) Coordinate actions by AMC subordinate commands and activities in implementation and support of the AWR program.

(11) Interface and coordinate with the Joint Chiefs of Staff, DOD, other Services, Agencies and MACOMS in support of the AWR program.

(12) Direct and coordinate issue of AWR materiel.

(13) Plan, organize, and implement command participation in AWRPS afloat exercise program.

(14) Implement HQDA AWR loan policy and procedures.

12-12. Associate Directorate for Operations and Exercises. a. **Mission.** The mission of the Associate Directorate for Operations and Exercises is to exercise command and control of operations in a real or simulated emergency; serve as the focal point within HQ AMC and keep the Command Group informed on operational support issues, force protection, and AMC planning and participation in JCS/DA command post exercises; conduct day-to-day identification and resolution of crisis support issues; and maintain the capability to activate the Operations Center upon direction, tailored to a particular exercise, contingency, operation, or emergency.

b. **Functions.** The functions of the Associate Directorate for Operations and Exercises are to--

(1) Oversee continuous analysis for execution of current military operations. Develop requirements for support of Operations Plans. Monitor worldwide operational wholesale logistics requirements. Provide command group briefings on a routine basis on the world situation and current U.S. forces operations and their impact on AMC.

(2) Develop an operations center program that maintains the AMC Operations Center (AMCOC) in a constant state of readiness, and thus provides AMC with a rapid activation response capability. Develop policy and procedures for maintaining and activating the AMCOC. Conduct periodic exercises and tests of activation. Provide for security, administration, and scheduling of facilities. Serve as the focal point for reporting emergency

conditions for all AMC elements; respond to emergency action messages and flash communications checks; and brief Staff Duty personnel about ongoing operations and projects.

(3) Serve as program manager for the AMC Force Protection Program. Develop policies and procedures for the establishment and maintenance of a commandwide integrated force protection program. Represent AMC on force protection issues to higher headquarters and other governmental agencies. For force protection matters, provide command level doctrine, serve as the staff focal point for coordination, and review all incoming incident reports. Chair the HQ AMC Force Protection Committee and the Force Protection Fusion Cell. Establish program parameters and criteria for implementation of the five elements of force protection (combating terrorism, physical security, law enforcement, operations security, and personal security), and the related element of information security. Conduct regular reviews of functional plans and of subordinate element force protection programs. Oversee the combating terrorism program reporting requirements as specified in AR 525-13. Establish and direct the implementation of a force protection training program which includes activities ranging from organizational exercises to individual education.

(4) Serve as focal point for executing AMC's support to the DA Director of Military Support, for contingencies involving civil strife, foreign or domestic disaster operations; providing support to the White House, Secret Service, FBI, and other federal agencies; and directing and coordinating the release to military or civilian authorities of materiel and equipment required for support of civil disturbance, emergency and disaster response, and recovery actions and operations. In coordination with the DCS for Military Intelligence, develop procedures for AMC's participation in treaties between the U.S. and other governments. These treaties include nuclear, strategic arms and chemical operations. Provide treaty visibility to all AMC facilities. Conduct evaluation and testing of nonwar plans such as disaster control, civil disturbance, postal augmentation, and animal disease eradication.

(5) Coordinate the continuing development and integration of automated operational systems such as the Army Global Command and Control System (AGCCS), the Logistics Anchor Desk (LAD), and the Secure Command Operations Reports and Exercise (SCORE) System.

(6) Manage JCS Exercise funds for the command, including planning for out years, providing continued AMC support to exercises, allocating exercise funds to all AMC subordinates annually, and furnishing guidance concerning prohibitions and allowable charges to these funds.

(7) Provide oversight to the command's Lessons Learned Program for all exercises, contingencies, and operations. This includes providing guidance on the types of issues to be submitted and when to submit them; reviewing and categorizing submissions; forwarding issues as required to higher headquarters; chairing workgroups to assign new lessons learned to a

responsible office or agency, and to assess the resolution of existing lessons learned; retaining a historical data base; and evaluating search requests of this data base by other government agencies, contractors, and the media.

(8) Provide operational emergency planning procedures for the command, including how to respond to Emergency Action Messages and flash communications checks. The AMCOC staff is responsible for providing all emergency responses during duty hours, and for briefing Staff Duty personnel to receive them during nonduty hours.

(9) Determine which JCS/DA exercises are appropriate for AMC participation, and then direct the level of involvement for the HQ staff, subordinates, or any specific functional element. Conduct exercise planning meetings to establish objectives for AMC and design exercise elements to test specific issues. Provide AMC's operational and logistical viewpoint for exercise play to higher headquarters. Furnish HQ staff with guidance on preparing exercise documents. Serve as the exercise control staff during exercise play, supervising AMC players as they work to meet exercise objectives and provide responses outside of AMC.

(10) Maintain tasking authority over all AMC elements for operations and exercise related matters. Delegates additional authority to LOGSA per existing agreements.

12-13. Associate Directorate for Plans and Doctrine. a. Mission. The mission of the Associate Director for Plans and Doctrine is to integrate all AMC national-level force projection and provider logistics functions and implement them with plans and input to doctrine in support of military operations, stability and sustainment operations (SASO), and exercises.

b. Functions. The functions of the Associate Directorate for Plans and Doctrine are to--

(1) Serves as the focal point for the strategic, operational, and tactical national-level force projection and provider logistic planning under the deliberate and crisis response planning processes.

(a) Performs deliberate planning for AMC's logistics support of domestic or foreign SASO operations. Develops, publishes, and maintains the AMC Emergency Response Plan (AMC ERP) for military support to civil authorities (MSCA), military assistance for civil disturbances (MACDIS), and foreign humanitarian assistance (FHA) in support of requested assistance to lead Federal agencies or to DOD for the other emergency response contingencies described in the AMC ERP. Develops, publishes, and maintains a Commander's/Senior Manager's Guide to AMC Emergency Response. This function is performed per Chapter 6, AR 700-138 and the HQDA AMOPES.

(b) Develops policy, programs, and procedures for the development and integration of Army/AMC-managed materiel supply requirements determination and sourcing for the warfighting combatant command's and their Army service component command's (ASCC) operations plans (OPLAN). Coordinates with GSA, DOD's DLA, U.S. Joint Staff J-4, HQDA ODCSLOG, other MACOMs, other military

services, and ASCC staffs, commands, agencies, and elements for the integration of AMC materiel supply requirements determination and sourcing process. This function is performed per Chapter 6, AR 700-138.

(c) Develops, publishes, and maintains AMC logistics plans (LOGPLAN) for support of the warfighting combatant command's and their ASCC's OPLANs for major regional contingencies (MRC), for concept plans (CONPLAN) which have time-phased force deployment data (TPFDD) to produce a generic plan for lesser regional contingencies (LRC), and for functional plans (FUNCPLAN) developed to support SASO which results in other AMC plans such as the AMC ERP addressed above. This function is performed per Chapter 6, AR 700-138 and the HQDA AMOPES.

(d) Leads, coordinates, and integrates the development of AMC national-level force projection and provider mission responsibilities for the logistics sustainability analysis (LSA) input to the warfighting combatant command's and/or their ASCC's OPLANs for the MRCs as tasked or directed by HQDA ODCSLOG. This function is performed per Chapter 6, AR 700-138.

(e) Represents the command at meetings and conferences regarding logistics planning, logistics planning factors, materiel supply requirements determination and sourcing, and logistics sustainability assessment and analysis.

(f) Performs crisis response and action planning for AMC national-level force projection logistics provider support to military operations, stability and sustainment operations (SASO), and emergency response contingencies.

(g) Supports the HQ AMC C-LOC during the execution of military operations, SASO, other contingency operations, and exercises for mid- and long-term planning.

(h) Serves as the HQ AMC lead office for the development of logistics planning factors (LPF) per AR 700-8.

(2) Serves as the focal point for the institutionalizing of national-level force projection and provider logistics support initiatives into joint, combined, Army, and other military services doctrine.

(a) Reviews joint, combined, Army, and other military services doctrinal publications to assess the impact of evolving concepts on AMC logistics plans, systems, and organization.

(b) Prepares input to joint, Army, and other military services doctrinal publications which reflects AMC's role as the national-level force projection logistics provider.

(c) Represents the command at meetings and conferences pertaining to logistics doctrine.

(3) Serves as AMC focal point for developing Army Global Command and Control System (AGCCS) within AMC, to include its implementation, modernization, and upgrades of hardware, software, and communications.

(a) Coordinates AGCCS logistics product line software development for AMC as the strategic, operational, and tactical national-level force projection logistics provider in support of deliberate and crisis response and action planning and execution.

(b) Develops and implements systems to analyze and aggregate Army materiel supply sourcing data in support of the Joint Operation Planning and Execution Systems (JOPES).

(4) Serves as AMC's focal point for mobilization and operations planning, to include the development and integration of emergency and mobilization plans and programs.

(a) Develops, publishes, and maintains the AMC Mobilization and Operations Planning and Execution System (AMC MOPES) document.

(b) Coordinates and integrates AMC mobilization and operations planning and execution concepts, doctrine, organizations, and resources with HQDA and other Federal, DOD, joint, and military services staffs, commands, agencies, activities, and elements.

(c) Represents the command at meetings and conferences dealing with mobilization, JOPES, and MOPES.

12-14. Associate Directorate for Sustainment. a. Mission. The mission of the Associate Directorate for Sustainment is to monitor the operational availability of fielded weapon systems and equipment, and when indicated, focus AMC resources on areas that have the potential of negatively impacting the materiel readiness of Army field forces. Develop AMC aviation policy for the management, operations, maintenance, and aircrew standardization for all AMC aviation units. Conducts compliance reviews on behalf of the CG, AMC.

b. Functions. The functions of the Associate Directorate for Sustainment are to--

(1) Manage and direct the AMC Materiel Condition Status Program to meet prescribed Army goals in situations such as peacetime, contingencies, and mobilization.

(2) Manage, assess, and display materiel condition status data for reportable Army equipment from all sources.

(3) Provide a conduit for logistics readiness intelligence from field Logistics Assistance Offices (LAO) personnel to the AMC and DA Staff.

(4) Serve as the AMC functional proponent for development of Army Readiness reporting STAMISs (e.g., ULLS, ULLS-A, SAMS-1, SAMS-2, AMSS and RIDB).

(5) Participate in the development of DA and AMC logistics readiness policies and procedures pertaining to logistics readiness of Army units.

(6) Provide technical direction to MSCs and other separate reporting activities relative to the materiel condition status of Army managed weapon systems.

(7) Serve as the functional proponent of the Readiness Integrated Data Base (RIDB), an automated platform which serves as the Army's central repository for Materiel Condition Status Reports.

(8) Develop, implement, and manage the AMC portion of the Status of Resources and Training System (SORTS) process which is briefed to the Chief of Staff of the Army on a monthly basis.

(9) Assess weapon system' mission capable status from both unit and fleet perspectives on a continuing basis, and initiate action to remedy actual and projected shortfalls in Army materiel readiness.

(10) Analyze logistics intelligence provided by MSCs and field LAO and array data in appropriate formats and reports for presentation to senior management.

(11) Establish agenda, research topics, provide readiness rates of interest items, and conduct the mid-month readiness reviews for senior logisticians from HQDA, HQ AMC, and DLA.

(12) Receive, review, process, consolidate, and transmit Unit Status Reports (USR) from AMC Modified Table of Organization and Equipment (MTOE) units to HQDA DCSOPS per AR 220-1.

(13) Act as the AMC proponent for the DA DCSOPS/DCSLOG Status Projection System which projects unit readiness posture by resource category.

(14) Serve as the AMC DCSLOG focal point for USASAC requests for diversions from wholesale stocks to meet Foreign Military sales requirements.

(15) Serve as the AMC focal point for AMC support of the Army Logistics Policy Committee (ALPC).

(16) Serves as the AMC DCSLOG focal point between ATCOM and HQDA, DALO-SMV for logistical management of force modernized aircraft.

(17) Represents AMC at the annual Worldwide Aviation Logistics Conference (WALC).

(18) Serves as the AMC DCSLOG focal point for the National Performance Review - AMC Waiver Authority.

(19) Analyze and assess AMC logistics processes to identify potential hollowness as it relates to war fighting capabilities.

(20) Responsible for linking AMC logistics processes to the contingencies outlined in the Defense Planning Guidance and to the Program Objective Memorandum (POM) process.

(21) Serves as the AMC DCSLOG focal point for Joint and Strategic readiness issues.

(22) Represents the AMC DCSLOG on long range and strategic planning issues.

(23) Assesses Program Objective Memorandum to determine impact on readiness.

(24) Represents AMC on special OSD, Joint Staff, and HQDA task forces and study groups.

(25) Prepares readiness input to CG AMC's congressional testimonies and responds to Congressional issues relating to readiness.

(26) Serves as the AMC focal point and principle advisor to the CG, AMC, for all aviation and Air Traffic Control matters.

(27) Manages all AMC aviation assets, to include acquisition, distribution and disposition.

(28) Manages AMC Flying Hour Program.

(29) Develops AMC policy for the maintenance, aircrew qualification and recurrent training programs for nonstandard aircraft assigned to AMC. Participates in the development of DA aviation policy.

(30) Army functional proponent for AR 95-20, Contractor Ground and Flight Operations (TriService regulation).

(31) Conducts AMC Aviation Resource Management Surveys (ARMS) at AMC aviation activities, AMC flying clubs and contractor flight operations.

12-15. Program Manager for Logistics Civil Augmentation Program (LOGCAP). a. Mission. The Program Manager for LOGCAP is responsible for obtaining civilian contractual assistance in peacetime to provide a preplanned crisis response capability through the advanced identification, planned acquisition, and use of global corporate resources. The specific LOGCAP management functions are: to manage the AMC Contract event execution, supervise LOGCAP planning, direct acquisition office support, and control LOGCAP resources to include personnel, budget, administration, security and training. Additionally, the

Program Manager for LOGCAP will manage and maintain the Program Manager charter, analyze LOGCAP performance and direct corrective action as required, provide technical advice to the source selection authority, appoint project managers as required, and direct and control event execution.

b. Functions. The functions of the Program Manager for LOGCAP are to--

(1) Organize teams to deploy during events to manage and direct operations, ensure teams are trained and ready to deploy, and coordinate and monitor team and contractor deployments as required in coordination with the Logistics Support Element Commander.

(2) Staff the HQ AMC Command Logistics Operation Center (C-LOC) during exercises and events, brief LOGCAP plans and operations during current operations briefings to the Command Group, and prepare input to the command situation report.

(3) Prepare Master Scenario Event List items to drive LOGCAP play in exercises; and participate in exercise development, data collection and after-action remedial action.

(4) Conduct annual requirements conference with Army Service Component Commands (ASCC), Theater Army Area Commands or Theater Support Commands, and other customers of LOGCAP services.

(5) Prioritize LOGCAP planning requirements; direct contractor planning; review contractor worldwide, regional, and country specific plans; and augment Logistics Support Element planners during event crisis action planning and operations.

(6) Provide guidance to the Logistics Support Element planners; ensure that LOGCAP is integrated into war fighting combatant command's and their ASCC's operations plans (OPLAN); ensure that Government furnished material and services are either planned for or in-place; and ensure that the Government has procedures for evaluating contractor plans and performance during exercises and events.

(7) Develop and maintain Memorandums of Agreement with U.S. Army Corps of Engineers, Defense Contract Management Center, and other supporting commands.

(8) Prepare standing operating procedures, desk procedures, and checklists.

(9) Monitor audits, inspections, and studies of LOGCAP; review lessons learned from exercises and events; and prepare and execute action plans to correct deficiencies.

(10) Coordinate Reserve Component support of AMC Logistics Support Elements and LOGCAP.

(11) Provide guidance to the responsible acquisition office; provide technical assistance and guidance on independent Government cost estimates for comparison with contractor cost submissions (rough order of magnitude); prepare assigned sections of the acquisition requirements package; serve on the source selection and evaluation board and award fee boards, as necessary; recommend number of contracts to be awarded; coordinate and integrate execution of contract options; and coordinate administrative contracting officer support.

(12) During events, provide guidance to the acquisition office and Logistics Support Element; coordinate and integrate the event statements of work; deploy and augment the Logistics Support Element, as required, to assist customers prepare event statements of work; ensure that the acquisition office maintains proper files with audit data on event execution; and ensure that the contractor has required data bases.

(13) Participate in exercise design, play, data collection, and remedial actions; staff the AMC C-LOC, as required; brief the logistics battlefield during exercises and events; and review lessons learned and take necessary corrective action.

(14) Develop tactics, techniques and procedures for the Logistics Support Element and LOGCAP and coordinate with the Army doctrine proponent; review and coordinate doctrine publications; ensure that doctrine reflects the role of the command in force projection logistics; assist Army schools to integrate the command's mission into training programs; and provide information to doctrine pronency regarding deployment and employment of DOD civilians and contractors during contingencies.

(15) Advise system developers of LOGCAP requirements and monitor development of Joint and Army command, control and planning systems; develop plans for the systems and use data from the systems; participate in on-line planning conferences; and provide guidance to AMC system users and developers of automated programs and modelers.

(16) Provide technical advice regarding automation support of LOGCAP and the Logistics Support Element; monitor and evaluate contractor automation, communications, and data management; establish and maintain security for systems; and establish and maintain home page and data for worldwide web.

(17) Identify, consolidate, integrate, justify, prioritize, allocate and manage all resources; to include, personnel, budget, security, training, quality of life and safety. During events, review contractor rough-order-of-magnitude cost estimates and advise the customer regarding reimbursable fund requirements.

12-16. Director for Materiel Management. The mission of the Director for Materiel Management is to provide direction, control, and support for the national materiel management functions of the Inventory Control Points, Integrated Materiel Management Centers, and related logistics support

activities. It encompasses three separate but related aspects of materiel management: Asset Management - includes asset visibility, inventory, cataloging, supply performance, and major end item management and systems. Materiel Distribution - includes the functions of transportation, storage and distribution, packing and packaging, and related areas. Requirements - includes requirements determination policy and systems, models, budget stratification oversight, and related requirements issues.

12-17. Associate Directorate for Asset Management. a. Mission. The mission of the Associate Directorate for Asset Management is to establish policy and procedures and provide guidance to all aspects of the Asset Management business process and serve as the AMC lead for materiel management commandwide.

b. Functions. The functions of the Associate Directorate for Asset Management are to--

(1) Perform stock management, inventory control, and cataloging projects and initiatives:

(a) Provide direction, guidance, and policy within AMC Monitor compliance with policy within AMC.

(b) Represent these areas to the ARSTAF and Office of the Secretary of Defense (OSD), Defense Logistics Agency (DLA), and other Services.

(c) Provide functional support for assigned projects, e.g., the Consolidation of the Cataloging Function, Lateral Redistribution, Defense Depot Letterkenny Pennsylvania (DDLPP) Closure, for leadership within AMC.

(d) Formulate strategy and development and implementation plans for AMC or Army, as appropriate. Coordinate with ARSTAF, OSD, DLA, and other Services.

(e) Develop and acquire resources for projects and initiatives.

(f) Provide policy, direction, coordination, and integration for AMC MSC and SRA participation in projects and initiatives.

(g) Integrate projects and initiatives into Asset Management policy and procedure.

(h) Serve as the Army focal point for MILSTRIP, MILSTRAP, DLMS, EDI, MILSTEP, and Logistics Metric Analysis Reporting System (LMARS).

(2) Provide centralized asset visibility and Major Item Management.

(a) Provide DOD/Army Total Asset Visibility (TAV) and Central Asset Visibility II Program Support (Planning/Integration/system analysis/system changes/reviews/validation).

(b) Provide Major Item Management Policy and Procedures.

(c) Provide oversight and program guidance of Continuing Balance System-Expanded (CBS-X)/ Total Army Equipment Distribution Program/Major Item Requisition Validation (MIRV) program/Adopted Items of Equipment (SB 700-20) review and publication.

(d) Provide AMC support to major item projects/programs. (Major Item Inventory Reduction Program/Tactical Wheeled Vehicle Modernization Program/Redistribution of Excess (Class VII materiel)).

(e) Provide policy, procedures and program oversight of DOD/Army Unique Item Tracking, which includes Small Arms, Controlled Cryptographic Items, Radiation Testing and Tracking items, and Category I nonnuclear missiles.

(f) Provide policy, procedures, and program oversight for the centralized management of Sets, Kits, Outfits, and Tools.

(3) Perform the following functions for Integrated Materiel Management projects and initiatives:

(a) Provide project support, e.g., the DOD ICP Consolidation Study, the Functional Area Analyses, Materiel Management Privatization, etc., within AMC.

(b) Provide direction, guidance, and policy within AMC.

(c) Represent project initiatives to the ARSTAF and Office of the Secretary of the Defense.

(d) Formulate development and implementation strategy and plans for AMC or Army, as appropriate.

(e) Develop and acquire resources for projects and initiatives.

(f) Provide direction, policy, coordination and integration for AMC MSC and SRA participation in projects and initiatives.

(g) Provide representation to OSDA, HQDA, and Inter and Intra Service work groups, Integrated Product Teams, boards and panels.

(h) Integrate projects and initiatives into Asset Management policy and procedures.

(4) Miscellaneous:

(a) Conduct AMC Supply Career Program management (Career program reviews/Supply Management Intern Program/training plans and support/career rating).

(b) Matrix support to task forces (Army exercises/ emergency operations/process action teams/supply career panels/HQDA review groups).

12-18. Associate Directorate for Materiel Management. a. Mission. The mission of the Associate Directorate for Materiel Distribution is to establish and maintain policies, procedures, guidance and direction for transportation and traffic management programs; storage; distribution; special access programs; packing and packaging; retrograde and materiel returns; automatic identification technology; and to manage resources to execute major item programs.

b. Functions. The functions of the Associate Directorate for Materiel Distribution are to--

(1) Provide policies, procedures, guidance and direction for--

(a) DA storage space management utilization programs.

(b) Standard Depot System.

(c) Army Standard Distribution System for Repair Parts (Direct Supply Support/Air Line of Communication) (DSS/ALOC).

(d) Care of Supplies in Storage (COSIS) and Care of Materiel in Storage (COMIS).

(e) Army Traffic management/transportation.

(f) Army Overocean Cargo Forecasting via LOGSA.

(g) Military Standard Transportation and Movement Procedures (MILSTAMP) as Army Focal Point.

(h) Defense Traffic Management Regulation as Army Executive Agent.

(i) Transportation Discrepancies (TDR/SF 361) as Army Executive Agent.

(j) Special Access Programs.

(k) Reports of Discrepancy (ROD/SF 364) as Army Executive agent.

(l) Program elements supporting Major Item Supply Depot Operations (SDO), Second Destination Transportation (SDT), Sustainment Systems for Technical Support (SSTS), and End Item Inventory Control Point Operations (EIICPO).

(m) Materiel Returns Program, including the Automatic Return Items List (ARIL).

(n) Materiel distribution and order ship time issues related to implementing Army-wide Velocity Management initiatives.

(2) Manage the Civilian Transportation Career Management Program (CP 24).

(3) Develop and monitor Army Strategic Mobility Plan for transportation, distribution, and infrastructure requirements for the wholesale base.

(4) Serve as the HQDA Executive Agent for RETROEUR and provides policies, procedures, guidance, and direction for--

(a) Repair and redistribution of rolling stock.

(b) Repair and redistribution of communications/electronic items at the Oregon site.

(c) RETROEUR Non-Rolling Stock (NRS) retrograde program.

(d) Serving as AMC functional lead for MDEP: VEUR (RETROEUR Funding).

(5) Serve as the HQDA Executive Agent for the following:

(a) DSS/ALOC.

(b) Army Freight Traffic Transportation Policy and Procedures and Discrepancies.

(6) Serve as HQDA Focal Point for the following:

(a) Shelf Life Management Program.

(b) Electronic Data Interchange (EDI) for transportation.

(7) Provide support to Federal, State, and Local law enforcement agencies in support of their counterdrug interdiction operations.

(8) Perform PPBES functions for SDT, SDO, SSTs, and EIICPO, in support of Major Item Program execution.

(a) Identify automation system improvement requirements that affect major items SDO, SDT, SSTs, and EIICPO.

(b) Provide general guidance and coordinate the development, consolidation, review, defense and approval of assigned fiscal programs.

(c) Prepare funding recommendations per Congressional, OSD, DA directives and regulations for assigned budget/programs.

(d) Develop, justify, and defend the budget for projected fiscal year based on accumulated experience data (funds, costs and performance).

(e) Review and analyze submissions from MSCs and determine within approved program objectives which items will be funded or unfunded.

(f) Monitor program execution events to ensure all actions are per AMC-approved plans and programs.

(g) Review, evaluate and interpret policies and directives from OMB, OSD and DA policies, HQ AMC guidance, procedural instruction and coordinate these with the MSCs.

(h) Conduct continual analysis of program workload, cost and manpower data submitted by the MSCs to compare accomplishment against planned objectives.

(9) Monitor Defense Reutilization Management Office (DRMO)/ disposal, and coordinate with DLA.

(10) Serve as HQ AMC POC for materiel loan and lease issues.

(11) Serve as the HQ AMC POC for the Exchange of Nonexcess Personal Property, AR 755-16.

12-19. Associate for Requirements. a. Mission. The mission of the Associate Director for Requirements is to serve as the program manager for secondary items requirements determination and inventory management. The mission includes establishing/overseeing secondary item requirements guidance, policy and direction, business practice improvements, goals and plans for inventory management, and to provide functional assistance to the DBOF, Supply Management, Army (SMA) business area within the AMCRM.

b. Functions. The functions of the Associate Director for Requirements are to--

(1) Requirements Policy and Automation:

(a) Establish and maintain AMC secondary item requirements determination policy, guidance, and direction. Responsible for AR 710-1, Chapter 2, Integrated Materiel Management and Stockage Policy; Chapter 4, Requirements Determination for Secondary Items; and Chapter 5, Financial Inventory Management. Conduct a meeting of the AMC Requirements Integrity Group (RIG) on a quarterly basis, utilize this group to review and improve computational methodologies and implementing procedures.

(b) Provide policy and procedures for interface between requirements determination and related processes, e.g., Supply Support Request

(SSR); Provisioning Master Data (PMR) record update; Army War Reserve Automated Process (AWRAP); Cooperative Logistics Supply Support Arrangements (CLSSA); Program Data File (PDF) update; End Item Parameter (EIP) file update.

(c) Provide guidance on requirements concepts, e.g., Economic Order Quality (EOQ)/Recorder Cycles; Safety Levels/Implied Shortage Costs; Cost Differential Modeling and any other Analysis required for Stockage Decisions to all MSCs.

(d) Establish/maintain policies and procedures for the Selected Essential Sparing-to-Availability Method (SESAME) and the Automated Requirements Computation Systems Initial Provisioning (ARCSIP) processes.

(e) Oversee the Budget Stratification process. Provide guidance and direction; conduct Strat Managers meetings to review requirements, milestones, and other automation issues.

(f) HQ AMC policy representative to the Requirements Business Process Manager (BPM) for the Requirements Determination and Execution System and the Budget Stratification process. Provide functional and technical expertise to the Requirements BPM, as required.

(g) Command functional manager for the CCSS Budget Backup and Support System (BASS).

(h) Chair the Budget Strat Technical Working Group and the Requirements Modeling Technical Working Groups (RMTWG).

(2) Secondary Item Resourcing:

(a) Provide functional input/assistance to AMC programming, budgeting, and execution of the SMA business area of the DBOF. This oversight encompasses the Wholesale, AMC Retail (Installation Division), and the Mobilization divisions of the SMA. AMC's SMA programs fund the acquisition and repair of secondary items, logistics operations support costs associated with the wholesale management of secondary items, and SMA capital investments.

(b) Monitor program execution, SMA manpower levels, SMA cash outlay performance.

(c) Provide input to the AMC Resource Management (RM) to respond to Program Budget Decisions (PBD), DA and OSD and questions and answers (Q&A) and Congressional inquiries.

(d) Prepare and defend prioritization of DBOF, SMA Capital budget project requirements.

(3) Projects and Programs:

(a) HQ proponent for the Army Integrated Management Course (AIMC) and the Defense Inventory Management Course (DIMC).

(b) Proponent for AMC's Total Army Inventory Management (TAIM) program.

(c) Proponent for the Nonconsumable Integrated Materiel Management Committee (NIMMC).

(d) Army proponent on the Joint Logistic Commanders' Joint Group for Inventory Management (JG-IM).

(e) HQ overall proponent for AMC implementation of Velocity Management.

(f) HQ AMC proponent for input to the Army SSIR.

(g) Proponent for Army Depot Workload System.

(h) AMCLG proponent for AMC Cost Busters Program.

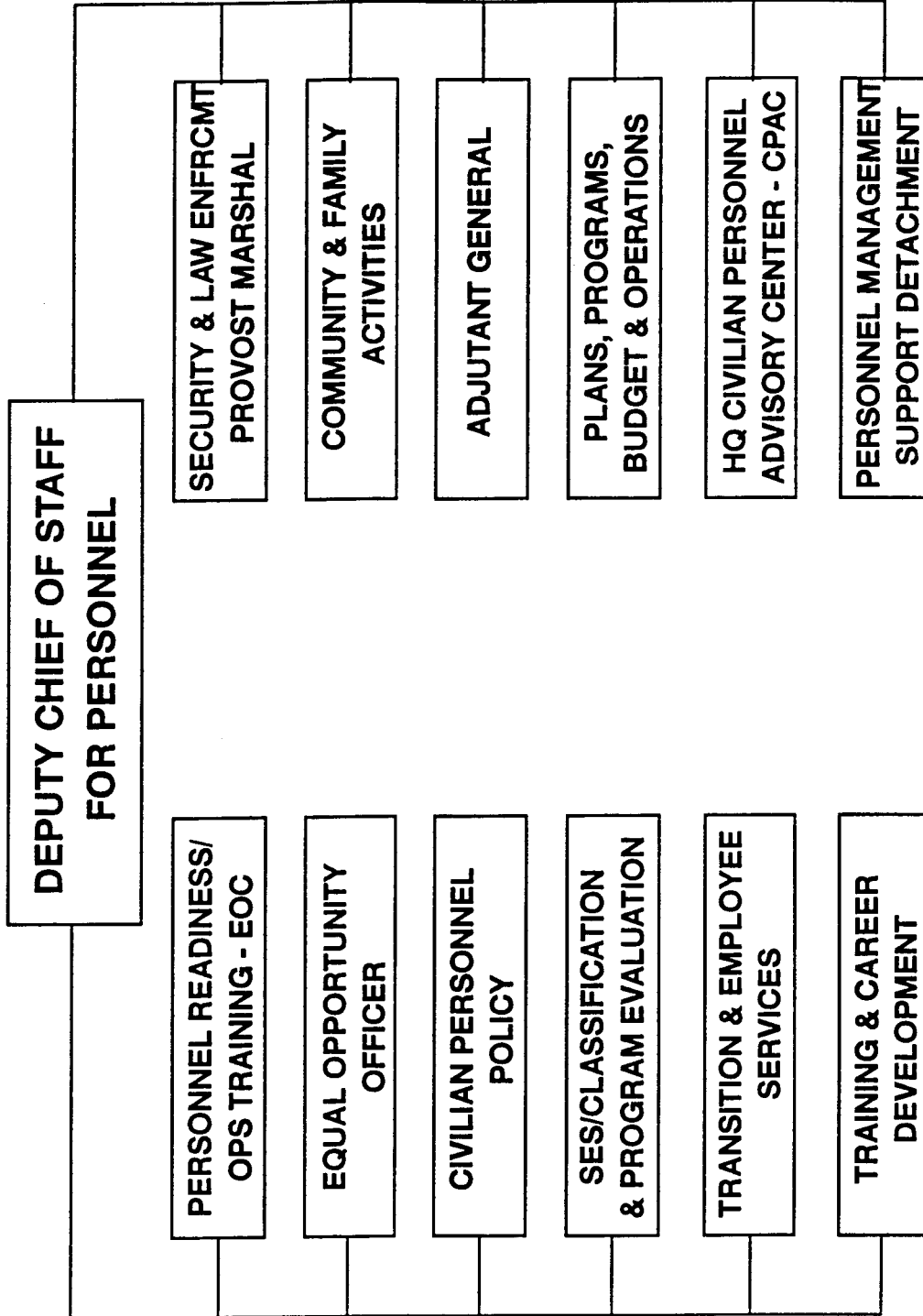
(I) AMCLG proponent for log efficiencies.

(j) Metrics (Requirements and Inventory).

(k) DCSLOG proponent for leadtime reduction/acquisition reform.

CHAPTER 13

DEPUTY CHIEF OF STAFF FOR PERSONNEL



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DEPUTY CHIEF OF STAFF FOR PERSONNEL

13-1. **Deputy Chief of Staff for Personnel (DCSPER).** The mission of the DCSPER is to--

a. Advise the AMC Commanding General (CG), the Deputy Commanding General (DCG), and the AMC staff on military and civilian personnel management; AMC-wide civilian and military mobilization plans; equal opportunity (EO) matters relevant to soldiers and family members; physical security and law enforcement; morale support activities; and the Army Community Services (ACS) Program.

b. Analyze and administer mobilization and emergency planning. Focus personnel resources for exercises, crisis actions, and mobilization levels, including humanitarian and peacekeeping operations and disaster relief.

c. Serve as personal advisor to the CG on all matters concerning equal opportunity (EO) for soldiers and family members throughout the command.

d. Establish and maintain policies and programs to meet specialized needs of AMC for military and civilian personnel management, training, morale support activities, and the ACS Program.

e. Direct the AMC Alcohol and Drug Abuse Prevention and Control Program (ADAPCP).

f. Exercise operational control over the U.S. Army School of Engineering and Logistics (SEL), the Security Support Division in Fort Gillam, GA, and the Personnel Management Support Office, Aberdeen Proving Ground, MD.

g. Manage Budget Activity (BA) 32 and 33, and various programs in OMA, Other Procurement, Army (OPA), and MCA funds, or portions thereof.

h. Act as proponent for resource strategy for all funding programs in the personnel and training functional areas. Defend AMC resources in these programs at the DA level.

13-2. **Personnel Readiness/Operation Training - EOC.**

a. Mission. The mission of the Personnel Readiness/Operation Training office, HQ AMC Emergency Operations Center (EOC), is to serve as the focal point for the Deputy Chief of Staff for Personnel in analyzing and administering mobilization and emergency planning. This includes analyzing policy and operations; proposing changes to policy and procedures concerning AMC-wide military and civilian personnel mobilization requirements; continuous evaluation of ongoing planning, organizing, and coordination of the AMC mobilization program. The focus is on personnel resources for exercises, crisis actions, mobilization levels, and Operations Other Than War (OOTW), which includes humanitarian and peace-keeping operations and disaster relief.

b. Functions. The functions of the Personnel Readiness/Operation Training - EOC are to--

- (1) Serve as the DCSPER briefer, responsible for briefing General Officers, Senior Executives, the MACOM Command Group, Principal Deputies, Deputy Chiefs of Staff and MSC/SRA representatives on matters pertaining to personnel deployments, issues, accountability, management, sustainment operations, and mobilization issues.
- (2) Identify personnel requirements and task the MSCs for fills, as needed.
- (3) Prepare official call forward messages once personnel have been identified to deploy.
- (4) Keep superiors abreast of all personnel deployment issues and/or potential problems.
- (5) Represent the DCSPER in all exercises and contingency and emergency operations.
- (6) Provide the DCSPER, ADCSPER, respective directorate chiefs, and the MSCs with current operational updates and timely and accurate statistical reports.
- (7) Develop a working rapport with HQDA, TRADOC, MSC POCs, DCSLOG Operations Center Personnel, and DCSPER directorates.
- (8) Review and analyze previous lessons learned on command post exercises, operations, and mobilizations.
- (9) Serve as the DCSPER POC for all mobilization and deployment issues.
- (10) Act as the DCSPER liaison with HQDA Personnel Contingency Center and PERSCOM on all MSC personnel tasking and deployment issues.
- (11) Coordinate and execute all actions involving the Core Logistics Support Element.
- (12) Develop and maintain a personnel tracking system for both HQDA and LSE-E taskings, which accurately reflects personnel status 100 percent of the time.
- (13) Develop and maintain an environment in which personnel will enjoy and want to come to work each day.

13-3. **Equal Opportunity (EO) Officer.** a. **Mission.** The mission of the EO Officer is to serve as personal advisor to the Commanding General on all EO matters concerning 11,000 soldiers and family members assigned to this command.

b. **Functions.** The functions of the EO Officer are to--

(1) Understand, articulate, and implement DOD, DA, and local policies concerning EO.

(2) Advise and assist commanders at all levels in the areas of EO training, climate assessment, complaint resolution, mediation, and Affirmative Action Plans.

(3) Provide guidance to AMC Equal Opportunity Advisors (EOA).

(4) Conduct staff assistance visits, assessment surveys, and HQ ethnic observances.

(5) Conduct an annual Senior Leadership EO Workshop for all the Equal Opportunity Officers/EOAs within AMC.

(6) Inspect all MSCs and activities to assure that EO training is conducted, as required.

(7) Inquire into all EO complaints and follow-up.

(8) Prepare quarterly and annual Narrative and Statistical Reports.

(9) Develop a working rapport with AMC EOAs, HQDA, and Defense Equal Opportunity Management Institute staffs.

13-4. **Assistant DCSPER (ADCSPER)/Civilian Personnel Policy.** a. **Mission.** The mission of the ADCSPER/Civilian Personnel Policy is to--

(1) Direct the development integration, implementation, and evaluation of a comprehensive, commandwide civilian personnel for position management and classification; employee services and labor management relations; civilian personnel information systems; and training and development of civilian personnel.

(2) Exercise technical and administrative authority for the development of AMC-wide civilian personnel policies and programs to implement and supplement OPM, DOD, and DA policies and programs.

(3) Serve as a Command Career Program Manager (CPM). Coordinate, on a commandwide basis, civilian personnel administration career program activities.

(4) Provide staff policy and technical direction in comprehensive civilian personnel automation planning.

(5) Research, analyze, and evaluate command policies, program changes, and personnel implications of long-range plans, programs, and requirements forecast. Plan, develop, and integrate civilian personnel management strategic planning and programs.

(6) Develop command program policy, guidance, and manage the AMC implementation of civilian personnel regionalization. Maintain liaison and coordinate with DOD, HQDA, MACOMs, SRAs, and installations.

(7) Coordinate and interface with the Deputy Assistant Secretary of the Army (Civilian Personnel Policy), OSD, and OPM on AMC personnel and program issues.

13-5. **SES, Classification and Program Evaluation Division.** a. **Mission.** The mission of the SES, Classification and Program Evaluation Division is to administer the AMC civilian executive personnel programs (Senior Executive Service (SES)), Senior Level (SL) and Scientific and Professional (ST) and serve as executive agent for DA in recruiting for SES and ST-level engineering and scientific positions throughout the Army.

b. **Functions.** The functions of the SES, Classification and Program Evaluation Division are to--

(1) Provide regulatory interpretation and advice to all levels of AMC line and functional management.

(2) Develop and recommend AMC position relative to HQDA proposed policies relative to executive personnel programs.

(3) Plan, recommend, coordinate and take staff actions relative to executive personnel allocations, classification, selections, training, development, grievances, performance management, awards and discipline.

(4) Administer the AMC position management and classification program.

(5) Provide AMC staff advice and assistance to all levels of line and functional management regarding position management, classification, and grade control programs.

(6) Represent all aspects of the AMC position management and classification program with higher headquarters.

(7) Provide PM&C representation on OPM, OSD, DA and AMC management studies and surveys relative to grade controls, position management, occupational needs, application of position classification standards, classification accuracy and consistency, and process improvements in these areas.

(8) Manage AMC-wide civilian personnel data bases and application programs.

(9) Develop and recommend changes and new requirements to Army and OSD relative to personnel data bases, programs, hardware, training, and communications capabilities needed by the AMC personnel, functional, and management communities to administer their civilian personnel management responsibilities effectively.

(10) Provide customer assistance to the AMC field personnel community in resolving personnel action processing problems.

(11) Serve as the AMC civilian personnel focal point for resolution of interface problems between personnel, payroll, manpower, data base management, and automation communities in AMC, Army, DOD, and OPM.

(12) Develop and maintain program to ensure civilian personnel data base accuracy relative to the AMC civilian work force.

(13) Provide recurring and ad hoc reports to management and functional officials from automated civilian personnel data bases.

(14) Provide analysis of data to regular, recurring and ad hoc reports and studies relative to the effectiveness of civilian personnel management and administration to AMC, DA, and functional officials.

(15) Develop and evaluate alternative program evaluation and cost benefit analyses methodologies, systems and techniques for measuring AMC's civilian personnel management and administration effectiveness.

(16) Support other divisions in developing AMC civilian personnel strategic plans, business planning strategies, and evaluative criteria and comparative profiles for various civilian personnel work operations.

13-6. Transition and Employee Services Division. a. **Mission.** The mission of the Transition and Employee Services Division is to exercise HQ AMC responsibilities in developing, implementing, and evaluating the staffing program (including recruitment, merit promotion, reduction-in-force (RIF), transition planning and Army Career Alumni Program); mobilization; technical services; labor relations and management employee relations (including performance appraisal systems and merit pay systems). Determine and assess management needs, develop program policies and implementing guidelines, and evaluate program effectiveness. Provide assistance to AMC MSCs and activities and participate in special studies in conjunction with DOD or other Federal agencies.

b. **Functions.** The functions of the Transition and Employee Services Division are to--

(1) Act as recruitment focal point for AMC in ensuring that employment policies, manpower requirements, recruitment procedures and employment projections provide maximum recruitment effectiveness in all discipline and skill categories. Develop instruments and techniques such as studies, plans, and guidelines that enable subordinate elements to be competitive in the job market.

(2) Establish command policy for execution and reporting of RIF, transfer of function, and furloughs related to commercial activities, BRAC, and other downsizing activities.

(3) Provide staff policy and guidance in comprehensive civilian personnel mobilization planning.

(4) Develop command policy and guidance to AMC MSCs and installations and activities that report directly to HQ AMC in carrying out civilian personnel policies and procedures in connection with the Army Civilian Federal Employee Health Benefits (FEHB) Program, life insurance, worker's compensation program (continuation of pay), travel and relocation, standard regulations, leave, servicing agreements, retirement, mobility and emergency essential agreements expert and consultant.

(5) Provide individual determinations on application of regulations in establishing pay fixing and entitlements. Determine need and develop proposals for new or revised special salary rates for scarce-skill positions. Present AMC requirements to DA/Office of Personnel Management (OPM) for approval.

(6) Provide staff guidance to AMC elements in special employment programs, e.g., Federal Equal Opportunity Recruitment Program and Affirmative Action Program, to enhance employment for minorities and women, handicapped program, disadvantaged and youth, upward mobility, and the selective placement program, e.g., Veterans Readjustment Appointment Program (VRA).

(7) Provide policy, guidance, and implementing instructions for AMC nonappropriated fund activities, to include recruitment, pay, pay banding, employee services, health benefits, and retirement programs.

(8) Provide staff direction and assistance to MSCs and activities in administering civilian retirement programs.

(9) Develop and/or implement AMC policies and programs for employee management relations, labor relations, performance management, and employee services. Evaluate the effectiveness of these programs and take or recommend improvement actions.

(a) Provide staff direction and assistance to AMC commands and activities that report directly to HQ AMC on bargaining unit questions, negotiations, arbitration matters, unfair labor practice changes, and labor management partnerships.

(b) Provide advice and assistance to AMC commands and activities that report directly to HQ AMC on policy, procedures, and programs for handling employee complaints and grievances, employee counseling, leave administration, standards of conduct, and disciplinary actions. Evaluate sick leave usage.

(c) Provide guidance and assistance to AMC commands and activities that report directly to HQ AMC on employee conduct, discipline, adverse actions, and appeals to the Merit Systems Protection Board.

(d) Develop and evaluate Total Army Performance Evaluation System (TAPES) and TAPES AMC policy and guidance. Provide staff direction and assistance to AMC commands and activities on appraisal system questions involving coverage, training requirements, procedures, regulatory requirements, and complaint; grievance procedures. Implement/supplement higher authority regulations, and develop and disseminate AMC policy. Provide assistance to AMC MSCs and activities, and participate in special studies in conjunction with Army, DOD, and other Federal agencies. Evaluate effectiveness of these programs and take or recommend improvement actions.

(10) Administer DCSPER/AMC reinvention programs.

13-7. **Training and Career Development Division.** a. **Mission.** The mission of the Training and Career Development Division is to direct the development, implementation, and evaluation of a commandwide training and development program for civilian personnel, a centralized career intern program, and the MACOM level civilian career management program.

b. **Functions.** The functions of the Training and Career Development Division are to--

(1) Provide regulatory interpretation, advice and policy guidance to functional chiefs and/or their representatives and all levels of AMC management in the various aspects of career development and civilian training administration.

(2) Exercise overall direction of training program budget elements dealing with executive development, long-term training, centralized civilian intern program, and AMC leader development programs.

(3) Establish program objectives for overall AMC-wide management, analysis of training and development programs, and post-training assignment and utilization policies. Ensure that follow-up actions are taken to support quality employee communications, EEO objectives, and cost-effective training and development approaches, including proposals to DA-deemed appropriate.

(4) Exercise staff supervision over AMC apprentice programs.

(5) Manage civilian personnel administration training, to include survey of training needs and submission to the Army Center for Civilian Human Resource Management.

(6) Serve as lead staff element for direction and control of Learning Resource Center (LRC) activities throughout AMC.

(7) Convene and provide advice and support to selection boards for Senior Service Schools, Army Management Staff College, and other competitive development programs.

(8) Represent AMC on the Interagency Joint Committee for Computer Based Instruction which sets policies for the Joint Computer Based Instruction System.

(9) Manage the Education/Professional Development Strategy for the AMC Acquisition Work Force.

(10) Manage quotas for training conducted by other government agencies for AMC personnel and DA personnel under the Defense Management Education and Training Program at schools under the jurisdiction of the DA, Air Force, Navy, and other Defense agencies.

(11) Serve as program coordinator, consultant, evaluator and troubleshooter to AMC schools regarding policies governing managerial operations, curriculum, and training development.

(12) Coordinate and review programs of instruction (POI) for career intern programs to ensure the contents are current.

(13) Conduct the annual AMC career intern intake and the DA requirements survey to justify the requirements for the AMC career intern program.

(14) Develop and justify the budget for AMC career interns on Army Civilian Training Educational Development System (ACTEDS) student detachment manpower spaces and funds, including pay, benefits, TDY for approved training, and permanent change of station (PCS) moves. The justification includes the estimate and allocation of resources to training sites and the overall resource management R&A on a quarterly and annual basis.

(15) Manage the recruitment, rating and ranking, selection and placement of career interns from internal and external sources against the annual recruitment plan.

(16) Coordinate designations and changes of permanent duty location assignments of AMC career interns.

(17) Manage the AMC Leader Development Programs, i.e., Civilian Leader Development Program (CLDP), Special Focus Executive Development Program (SFEDP), and the Senior Managers Executive Development Program (SMEDP).

(18) Manage and administer the CLDP, SFEDP, and SMEDP, to include proposing, interpreting, and implementing policy set by the steering committee of each program.

(19) Maintain CLDP, SFEDP, and SMEDP records that are required to provide information for manpower, budget, and personnel status reports on a one-time, monthly, quarterly, and annual basis.

(20) Develop and justify the budget for SFEDP and SMEDP for approved training and development.

(21) Develop, administer and evaluate SFEDP and SMEDP intake, seminars and developmental activities.

(22) Develop CLDP, SFEDP, and SMEDP policy and regulatory guidance, and serve as central POC for overall direction of program development and execution.

(23) Ensure that career management and development information (pertaining to covered positions and employees) is disseminated to MSCs/activities in coordination with HQ AMC CPMs.

(24) Develop or review proposals for new or modified career programs developed for AMC, and make necessary recommendations to DA.

(25) Provide overall expert knowledge of regulatory requirements that affect career program administration. Monitor and evaluate progress of AMC career management programs.

(26) Staff and coordinate proposed DA and higher headquarters issuances in assigned functions, and develop AMC comments and recommendations.

13-8. Director, Security and Law Enforcement/Provost Marshal.

a. Mission. The mission of the Director, Security and Law Enforcement/Provost Marshal is to--

(1) Advise the CG, DCG, DCSPER staff, and subordinate elements on all matters pertaining to law enforcement and physical security management.

(2) Monitor compliance inspections and corrective actions related to physical security, law enforcement, and intelligence, according to DOD, DA, and AMC policy.

(3) Evaluate, coordinate, and approve/disapprove requests for waiver/exceptions from physical security standards on behalf of the CG, AMC.

(4) Coordinate and submit installation and MACOM physical security resource requirements through budget channels to HQDA.

b. Functions. The functions of the Director, Security and Law Enforcement/Provost Marshal are to--

(1) Provide broad, general command policy, guidance, and direction, and serve as the AMC coordinating office relating to physical security and law enforcement, antiterrorism, force protection, and physical security aspects of the Information Systems Security Program policy.

(2) Review and evaluate AMC programs, procedures, and mission accomplishments relating to the physical security and in-transit security of chemical surety material, reactor facilities, sensitive arms, ammunition, and/or explosives, and other sensitive Army property.

(3) Function as program manager for security manpower requirements, utilization, training, and individual equipment; and physical security equipment and facilities, to include security requirements in building construction and renovation, security lighting and fencing, communications, and intrusion detection systems.

(4) Represent AMC at MACOM, DA, OSD, other government agencies, and industry forums on matters pertaining to physical security and law enforcement.

(5) Serve as the AMC representative to the DA Physical Security Review Board.

13-9. ADCSPER/Community and Family Activities (ADCSPER/CFA). The mission of the ADCSPER/CFA is to serve as the principal advisor to the DCSPER, and through the DCSPER to the CG, AMC, as the AMC manager and policy proponent for DCSPER relating to Morale Welfare and Recreation (MWR) activities; Family Advocacy Program (FAP), Army Continuing Education Services (ACES); Alcohol and Drug Abuse Prevention and Control Program (ADAPCP); Army Community Services Program; Child Development Services (CDS) and Youth Services (YS) Programs; Army Health Promotion Program; Army Communities of Excellence (ACOE); Army Family Team Building (AFTB) and the Army Family Action Plan (AFAP).

13-9.1. Morale, Welfare, and Recreation (MWR) Division. a. **Mission.** The mission of the MWR Division is to provide for the AMC Chief of Staff development of MWR issues, policies or procedures to be considered by the DA MWR Executive Committee for worldwide implementation. Provide the ADCSPER/CFA information required for integration of staff requirements, to the DCSPER, the financial management and fund solvency of the AMC Single Fund, and management of the MACOM consolidated procurement office.

b. **Functions.** The functions of the MWR Division are to--

(1) Provide effective Executive Control and Essential Command Supervision (ECECS) of installation military and civilian MWR programs (categories A-C).

(2) Provide ECECS of each installation's Morale, Welfare and Recreation program to ensure they are operated per Army financial standards.

(3) Provide ECECS to ensure appropriated fund (APF) is used as appropriate by preparing OMA and RDTE reports pertaining to the "S" account. Review and distribute funding guidance; review budgets regarding APF and recommend redistribution of reprogrammed funds.

(4) Provide ECECS of the HQ AMC nonappropriated fund instrumentalities (NAFI) through administration of the HQ AMC NAFI and the MACOM Single Fund.

(5) Provide ECECS of MCA and NAF construction by assisting MSCs and AMC installations in the development and submission of their NAF construction projects and MCA construction projects in the MWR, family, billeting, and security areas.

(6) Provide ECECS of NAF personnel by assisting the portability and conversion and pay band oversight of AMC personnel.

(7) Provide management/technical assistance to installations (categories A-C).

(8) Provide assistance to AMC MSCs and installations in the operation of their MWR programs.

(9) Provide oversight, review, development, and implementation of policy in the MWR area.

(10) Provide assistance in MWR program management for mission essential, sustaining, and business activities.

(11) Provide support of Army, MSC, and installation efforts in all areas of MWR management information systems (MIS) program and financial management.

(12) Provide assistance in post restaurant and civilian welfare fund management.

(13) Conduct NAF procurement to deliver necessary products and services for installation MWR programs.

13-9.2. **Family and Community Support Division.** a. **Mission.** The mission of the Family and Community Support Division is to manage the Army Community Service (ACS) Program; Child Development Services (CDS) Program; Youth Services (YS) Programs; Alcohol and Drug Abuse Prevention and Control Program (ADAPCP); Army Health Promotion Program; Army Community of Excellence (ACOE) Program; Army Continuing Education Services (ACES); Family Advocacy Program (FAP); and Army Family Team Building (AFTB).

b. **Functions.** The functions of the Family and Community Support Division are--

(1) **Army Community Service Program.**

(a) Manage and provide staff supervision of the AMC MSC and installation ACS Program.

(b) Establish and review MACOM ACS program policy.

(c) Analyze installation ACS Program reports and resource requirements.

(d) Allocate MACOM ACS Program resources to installations.

(e) Initiate/review DA and AMC publications pertaining to management of ACS.

(f) Establish and maintain full-time ACS staff positions in all essential service areas at the MACOM level to effectively manage and provide assistance to ACS programs within the command.

(g) Ensure authorization and assignment of full-time professional installation staff to provide an effective ACS Program.

(h) Conduct staff assistance visits to MSCs and installations, as appropriate, to assess their ACS program status and provide technical assistance.

(2) Child Development Services (CDS) Program and Youth Services Functions.

(a) Provide quality executive control and essential command supervision of installation CDS/YS programs for the military and civilian work force.

(b) Establish and review MACOM CDS/YS program policy for child development centers (CDC), family child care homes, supplemental program services for children 6 weeks to 12 years, and school-age services and youth centers.

(c) Meet Military Child Care Act, DOD, and Army requirements to conduct annual unannounced inspections of all installation CDS/YS programs and facilities.

(d) Provide management and technical assistance to installations to support DOD certification requirements for CDS programs and national professional accreditation required of all CDCs.

(e) Provide essential command supervision of the design and construction of all MCA and UMMCA projects and renovations of CDCs and Youth Centers. Conduct preoccupancy inspections, with Corps of Engineers, of all CDC and Youth Center projects.

(f) Monitor the use of APF and nonappropriated funds in CDS/YS programs. Ensure parent fee use meets MCCA requirements. Obtain adequate OMA

and RDTE resources to support installation needs. Ensure fair distribution of OMA APF resources to meet installation needs.

(g) Provide essential command control and supervision of the safety and design of installation playgrounds.

(h) Support HQDA training for CDS/YS supplementing with AMC training as needed for management, professional, food service, administrative and direct care staff.

(I) Collect and analyze installation CDS/YS reports and resource requirements.

(j) Establish and maintain full-time CDS/YS staff positions at MACOM level; monitor CDS authorizations and assignment of qualified staff at AMC installations to provide quality programs that meet DOD certification standards.

(k) Provide command supervision of U.S. Department of Agriculture/Army Interagency Agreement MACOM staff and their work with installation school-age and youth programs, universities and USDA Extension Services.

(3) Alcohol and Drug Abuse Prevention and Control Program (ADAPCP).

(a) Develop and implement AMC policies for the ADAPCP.

(b) Provide staff direction and assistance to AMC MSCs, installations, and activities reporting directly to HQ AMC on all aspects of the ADAPCP.

(c) Serve as POC for the U.S. Army Industrial Operations (IOC) Commander.

(d) Provide IOC Commander review and analysis (R&A) of ADAPCP manpower requirements to determine budget estimates upon request.

(e) Serve as functional POC for all installation ADAPCPs under IOC.

(f) Manage and oversee the Civilian Aspect of the Education and Prevention ADAPCP per Public Laws and DOD Directives and Instructions.

(g) Develop MACOM guideline for delivery and monitoring of ADAPCP services for civilian employees and family members.

(h) Serve as staff liaison between the Civilian Program Coordinators and HQDA on matters of manpower, budget, and the overall administration of the civilian aspects of the ADAPCP.

(i) Implement and monitor the AMC Biochemical Testing Program for military and civilian employees.

(j) Provide policy guidance for MSCs and activities conducting urinalysis.

(k) Provide state-of-the-art computers so that customers can perform their required functions.

(l) Development of data on the prevalence of alcohol and drug abuse within AMC.

(m) Maintain close liaison with DA in documenting and monitoring the biochemical program.

(n) Implement a drug-free workplace policy for AMC per Elective Order 12564.

(o) Implement the Drug Testing Program according to the Department of Transportation Guidelines.

(p) Coordinate and manage the Army's civilian aspect of the Suicide Prevention Program.

1 Coordinate training interest to MSCs and activities concerning training materials and guest speakers.

2 Provide statistical data to HQDA for AMC civilian suicide prevention program.

(q) Conduct joint U.S. Army Drug and Alcohol Operations Agency (USADAOA)/AMC staff assistance visits when on-site evaluations of installation ADAPCP are desired by ODCSPER, HQDA.

(4) Army Health Promotion Program.

(a) Serve as AMC proponent for DA Health Promotion Program.

(b) Manage the HQ AMC Fitness Center contract for operations and Cost/Benefit Study.

(5) Army Continuing Education Services (ACES).

(a) Staff supervise and manage the ACES, impact aid, and special education programs for AMC to include--

1 The Army Apprenticeship Program.

2 The Service Member Opportunity Colleges Associates Degree (SOCAD) Program.

3 The Basic and Advanced Skills Education Program.

4 MOS skill development nonresident foreign language/English as a second language.

5 High school completion program.

6 Lower/upper grade level college programs, learning support, and counseling.

7 Veterans Benefits information.

8 Army Learning Center.

(b) Provide functional management for development and execution of the ACES budget program PE 879732 to resource AMC education centers.

(6) **Family Advocacy Program (FAP).**

(a) Develop and review AMC policy for the FAP.

(b) Manage and provide staff supervision of the AMC MSC and installation FAP.

(c) Develop and implement a needs assessment and program evaluation system to determine and monitor the use of resources, and report on program findings and impact.

(d) Submit FAP resource requirements through budget channels and analyze installation FAP program reports.

(e) Analyze funding and manpower resource requirements, determine distribution plan for a fenced FAP budget, track obligations, and redistribute funds.

(f) Develop a quality assurance program to evaluate the quality of services and compliance with standards contained in AR 608-18 for the command.

(g) Provide policy and guidance for operating and maintaining the Central Registry where child and spouse abuse reports are maintained.

(h) Work with the U.S. Army Academy of Health Sciences, Fort Sam Houston, TX, and other Army schools to ensure adequate instruction on FAP is included in medical, dental, law enforcement, legal, and social services programs of instruction.

(i) Sponsor training workshops for AMC installation personnel.

(j) Visit, monitor, and provide technical assistance to AMC installations and locations.

(7) **Army Family Action Plan (AFAP).**

- (a) Manage the AFAP and command team programs/meetings.
- (b) Develop, promote, train, implement, and evaluate AMC Army Family Action Plans (AFAP) and Programs.
- (c) Serve as command overall POC for Quality of Life for the Total AMC Family.
- (d) Manage the AMC AFAP Program; develop AMC guidance, manage annual conferences or working groups, develop and publish short- and long-range goals based on HQDA guidance.
- (e) Maintain liaison with HQDA, other MACOMs and federal agencies, and civilian agencies to coordinate programs applicable to AMC.
- (f) Provide guidance/technical assistance to top level management within the headquarters and at AMC MSCs and installations.
- (g) Foster, build, and encourage command team leadership involvement concept.

(8) **Army Community of Excellence Program (ACOE).**

- (a) Serve as AMC proponent for ACOE.
- (b) Manage the ACOE Award Program for AMC.

(9) **Army Family Team Building (AFTB).**

- (a) Serve as AMC proponent for AFTB.
- (b) Schedule AFTB training for AMC installations.
- (c) Provide technical assistance via VTC and staff assistance visits.

13-10. ADCSPER/Adjutant General (ADCSPER/AG). The mission of the ADCSPER/AG is to develop and staff supervise the implementation of policies and procedures for the assignment and management of military personnel within the command, including matters affecting the selection, assignment, promotion, retirement, award recognition, military policy and guidance, mobilization planning and execution, command retention, and overall military personnel service support within the headquarters.

13-10.1. Command Retention. The functions of Command Retention are to--

- a. Implement, manage and support America's Army Retention Program within the Command.

b. Provide guidance to subordinate commands in the establishment and operation of America's Army Retention Program.

c. Assign retention objectives based on a fair share market to major subordinate commands.

d. Monitor MSCs' retention objective accomplishments and assist them in achieving objectives.

e. Conduct annual staff assistance visits and inspections.

f. Provide guidance and coordinate professional development training.

g. Conduct/participate in retention program conferences designed to enhance the command program.

h. Implement and support the transition program to ensure that personnel are advised of the opportunities in the reserve component program.

i. Coordinate and conduct AMC's Career Counselor of the Year Board.

j. Liaison between MSCs and HQDA retention agencies.

13-10.2. **Command Retention (Reserve).** The functions of Command Retention (Reserve) are to--

a. Serve as MACOM Commander representative, transition program manager.

b. Monitor reserve component (RC) programs within the command, using teleconferencing, staff visits, and IG to ensure AMC RC program is functional and operational.

c. Review production results as required to ensure command is on glide path for successful mission accomplishment.

d. Coordinate and communicate RC issues with PERSCOM, TRADOC, and U.S. Army Forces Command (FORSCOM) to ensure support agreements are in place to assist AMC soldiers supported by these commands due to geographic location.

e. Train new career counselors within AMC, when permanent change of station (PCS) or turnovers occur within the command, to ensure continued RC mission success.

f. Assist all commanders in accomplishing their transition objectives.

g. Advise subordinate commands on issues pertaining to eligibility, bar to reenlistment, qualifications, and qualitative screening program centered on RC program.

13-10.3. **Military Training.** The functions of Military Training are to--

- a. Manage military training and ammunition for the command.
- b. Distribute school quotas for the command and coordinate training conducted by government agencies, and Commander, Total Army Personnel Command under the Army Training Requirements and Resources System (ATRRS).
- c. Manage distribution of ammunition authorizations to subordinate commands.
- d. Monitor ammunition usage by subordinate commands to ensure authorizations are not exceeded.
- e. Monitor and report requirements, authorization, and expenditures of subordinate commands through the Training Ammunition Management Information System (TAMIS).
- f. Define training ammunition requirements to HQDA.
- g. Participate in the development of training ammunition requirements per the Deputy Chief of Staff for Operation Guidance.

13-10.4. Strength Management Division. a. Mission. The mission of the Strength Management Division is to manage officer, warrant officer, and enlisted strength accountability and distribution for the command; to process and monitor all personnel actions related to readiness; and to process DA board results pertaining to promotions, command selection, and school selectees.

b. Functions. The functions of the Strength Management Division are to--

- (1) Manage the distribution and assignment of officers, warrant officers, and enlisted personnel with the MACOM (GO level to SL10).
- (2) Develop the officer distribution plan for the command. Prepare and present associated briefs for command leadership.
- (3) Consolidate and validate MSC requisitions. Provide MSCs with direct feedback on validation of requisitions. Coordinate all BRAC/consolidation moves with MSCs, RM, and PERSCOM.
- (4) Work in direct coordination with the Military Personnel Detachment to improve military strength data bases. Ensure that data base discrepancies affecting strength are brought to light.
- (5) Ensure that timely and accurate requisitions are submitted to PERSCOM through direct interaction with the various branch and distribution managers in PERSCOM.
- (6) Process, screen and manage all officer and enlisted promotion lists, DA centralized selection and retention boards, special branches

included; command selection lists, and provide associated statistical data for command leadership.

(7) Acts as the command liaison for all personnel actions and management issues.

(8) Conduct analysis of TDA changes to assess impact on command's strength. Coordinate with MSCs, and Resource Management (RM) to identify and correct any authorization base discrepancies.

(9) Conduct on-going review of Army Education Requirement/ Training With Industry (AER/TWI) positions that require special educational needs or training requirements.

(10) Provide the DCSPER Operations Center, AMC Historical Office and associated agencies with AMC's strength posture.

(11) Assist MSCs with identifying and correcting Standard Installation Division Personnel System (SIDPERS)/Enlisted Distribution and Assignment System (EDAS)-related problems which directly affect strength accountability.

(12) Maintain updated listing of all GO job descriptions and CDPL, COL, LTC, positions.

(13) Prepare and manage nondeployable personnel reports and P3/4 profile listings for the command.

(14) Process Noncommissioned Officer Evaluation Report (NCOER) statistical data and separation reports.

(15) Provide the command leadership with technical expertise in fields related to strength management.

13-10.5. Policy, Plans and Services Division. a. Mission. The mission of Policy, Plans and Services Division is to manage matters concerning military personnel policy and programs as they relate to operating effectiveness of the command; manage the Military Awards Program and the Civilian Incentive Awards Program; administer the reserve component programs; and provide service in support of military personnel.

b. Functions. The functions of the Policy, Plans, and Services Division are to--

(1) Manage matters dealing with military personnel policy, programs, and studies as they relate to the operating effectiveness of command.

(2) Administer the AMC Individual Mobilization Augmentee Program, Active Guard/Reserve Program, Counterpart Training, and Individual Ready Reserve Program.

(3) Perform military personnel service support, to include military strength projections for headquarters, requirements, promotions, retirements, eliminations, resignations, release from active duty, utilization, TDY requirements for officers and enlisted personnel assigned to the headquarters, attached units, and selected field operating activities.

(4) Prepare and maintain the headquarters military personnel rosters and reports.

(5) Process incoming and outgoing officer and enlisted personnel.

(6) Staff supervise the officer and enlisted personnel evaluation reporting systems (OERs, NCOERs) within the headquarters.

(7) Exercise control of suspension of favorable personnel actions (flagging) of military personnel assigned within the headquarters and selected field operating activities, i.e., SPSA.

(8) Requisition, distribute, and assign officers, warrant officers, and enlisted personnel within the headquarters, attached units, and selected field operating activities.

(9) Supervise all unit level SIDPERS reporting to the headquarters and specific field operating activities.

(10) Process HQ military personnel actions, as required.

(11) Provide personnel service support assistance to MSC/SRA, i.e., no-shows, PSS, Boards, late OER reports.

(12) Develop, publish, and implement AMC policy for the military awards and decoration program per AR 600-8-22 and DOD Dir 1348.33-M.

(13) Process military awards and related actions for the headquarters.

(14) Process military awards received throughout the command requiring MACOM, DA, and DOD approval authority.

(15) Serve as proponent for AMC Certificates of Achievement Program.

(16) Manage command permanent orders, to include numbering register, authentication, distribution, and records management functions.

(17) Monitor MSC/SRA awards programs throughout the command.

(18) Develop and implement AMC policies and programs for incentive awards system per AR 672-20.

(19) Review and analyze directives from higher headquarters that affect the command and implement, as appropriate.

(20) Provide regulatory interpretation and guidance.

(21) Administer command awards program, process high level awards, and provide support to the Incentive Awards Review Board.

(22) Participate in AMC's annual awards ceremonies.

13-11. **Director, Plans, Programs, Budget, and Operations.** a. **Mission.** The mission of the Director, Plans, Programs, Budget, and Operations is to provide for the control and management of DCSPER funds; develop DCSPER long-range plans; document and analyze the DCSPER's input to the Mobilization Table of Distribution and Allowances (TDA) used for distribution of Individual Mobilization Augmentee (IMA) and Individual Ready Reserve (IRR) personnel; manage HQ AMC conference planning; develop AMC-wide conference policy; provide OCONUS/CONUS travel policy; and provide administrative support to the Office of the Deputy Chief of Staff for Personnel (ODCSPER).

b. **Functions.** The functions of the Director, Plans, Programs, Budget and Operations are to--

(1) Control and manage the decentralized operating funds. Coordinate all DCSPER budget actions, to include the PPBES, COB, BPRR, and POM processes.

(2) Plan, program, budget, and execute the resources for the DCSPER portion Budget Activity (BA) 32, 33, and 43, including justification and distribution of resources and provide functional resource management for the command.

(3) Serve as the DCSPER representative to the Resource Integration Council (RIC). Advise and brief the Senior Resource Action Committee (RAC) members when required. Attend RAC briefings when required.

(4) Manage the Internal Control Program, vulnerability assessments, and long-range/strategic planning for DCSPER.

(5) Develop and implement CONUS/OCONUS travel policy and procedures for AMC military and civilian personnel temporary duty travel (TDY).

(6) Process requests and obtain approval for OCONUS TDY for senior officials and others visiting countries designated "special areas" by the Department of State. Maintain liaison with HQDA, DOD, other government agencies, and overseas commands.

(7) Analyze, process, and approve Actual Expense Allowance requests for AMC.

(8) Validate requests for military air transportation of HQ personnel and schedule flights with the centralized Army Aviation Support Office.

(9) Serve as proponent for AMC-R 600-2, Temporary Duty Travel of Military and Civilian Personnel.

(10) Provide management of Metro fare cards for local transportation.

(11) Serve as AMC Conference Manager and proponent for AMC-R 1-12, Sponsorship of Conferences.

(12) Serve as DCSPER Training Coordinator.

(13) Perform the administrative functions contained in Chapter 16, Common Functions of Administrative Offices.

(14) Serve as AMC Committee Management Officer; proponent for AMC Suppl 1 to AR 15-1, Committee Management.

(15) Serve as AMC Lodging Success Program Manager.

13-12. Headquarters, Civilian Personnel Advisory Center (CPAC).

a. **Mission.** The mission of the CPAC is to assist the CG in accomplishing his assigned missions by providing his management officials and civilian employees advice and assistance in effective personnel management and administration; advise and assist management and employees in Civilian Personnel Management and Administration.

b. **Functions.** The functions of the CPAC are to--

(1) Serve as principal advisor to managers and employees in the functional areas of management employee relations, labor relations, staffing and position management, training, and benefits administration.

(2) In the area of staffing and classification, the CPAC advises management on appropriate recruitment strategies; develops crediting plans; establishes and maintains sound, efficient position structure; develops and classifies position descriptions; adheres to affirmative action goals, processes, procedures, and intent.

(3) Direct in- and out-processing of civilian personnel with HQ AMC.

(4) In the area of labor and employee relations, the CPAC manages the HQ AMC Labor Relations Program; serves as principal point of contact for resolving employee grievances and appeals; serves as the principal coordinator with the Union on changes in personnel policies, practices and working conditions; and advises managers on administration and use of leave, use of incentive awards, constructive and punitive disciplinary measures, and performance management.

(5) Advise and assist management and employees in actions affecting the administration of the Federal Compensation Program, retirement benefits, the Thrift Savings Program, and the Federal Employees Health Benefits Program.

(6) Assist management and employees in identifying and obtaining necessary training not available through the Army National Capitol Region Civilian Personnel Operations Center, particularly, on-site training for HQ AMC employees.

13-13. **AMC Personnel Management Support Detachment.** a. **Mission.** The mission of the AMC Personnel Management Support Detachment, Aberdeen Proving Ground, MD, is to plan, design, develop, coordinate and implement information management support for and under the jurisdiction of the ODCSPER, HQ AMC.

b. **Functions.** The functions of the AMC Personnel Management Support Detachment are to--

(1) Plan, design, develop, coordinate and implement the ODCSPER automation architecture.

(2) Coordinate all ODCSPER functional information management area (MIA) requirements.

(3) Coordinate all ODCSPER IMA issues with the HQ AMC Director of Information Management as the IMA point of contact (IMA POC).

(4) Plan, coordinate, and implement ODCSPER automation security as the Information Systems Security Officer (ISSO).

(5) Design, develop, implement and maintain selected automated application systems, programs and databases to support ODCSPER functional requirements.

(6) Provide office automation support and respond to ODCSPER day-to-day automation operating and training requirements.

(7) Demonstrate and furnish information/instruction on the emerging technologies to the ODCSPER community.

(8) Provide graphic support to the ODCSPER for the preparation of briefings and presentations.

(9) Develop and furnish budget requirements to support ODCSPER IMA requirements.

(10) Plan, schedule, coordinate, and participate in ODCSPER field assistance visits.

(11) Monitor ODCSPER automation equipment property accountability.

(12) Conduct special personnel studies and surveys as needed or directed.

(13) Represent the AMC Adjutant General in all information management areas:

(a) Plan, design, develop, coordinate and implement all military personnel information management systems, programs and data bases used to support the AMC Adjutant General.

(b) Provide MACOM oversight and represent AMC for the Army Standard Installation/Division Personnel System (SIDPERS).

(c) Represent AMC in Department of the Army (DA) studies, tests and conferences by developing and recommending the command's position pertaining to the development, implementation and maintenance of information management systems relative to military personnel.

(d) Provide guidance, information and assistance to AMC subordinate commands and activities on matters concerning military personnel information management systems and data.

(e) Gather and maintain raw data concerning military personnel to--

1 Conduct detailed analysis of military personnel requirements and trends.

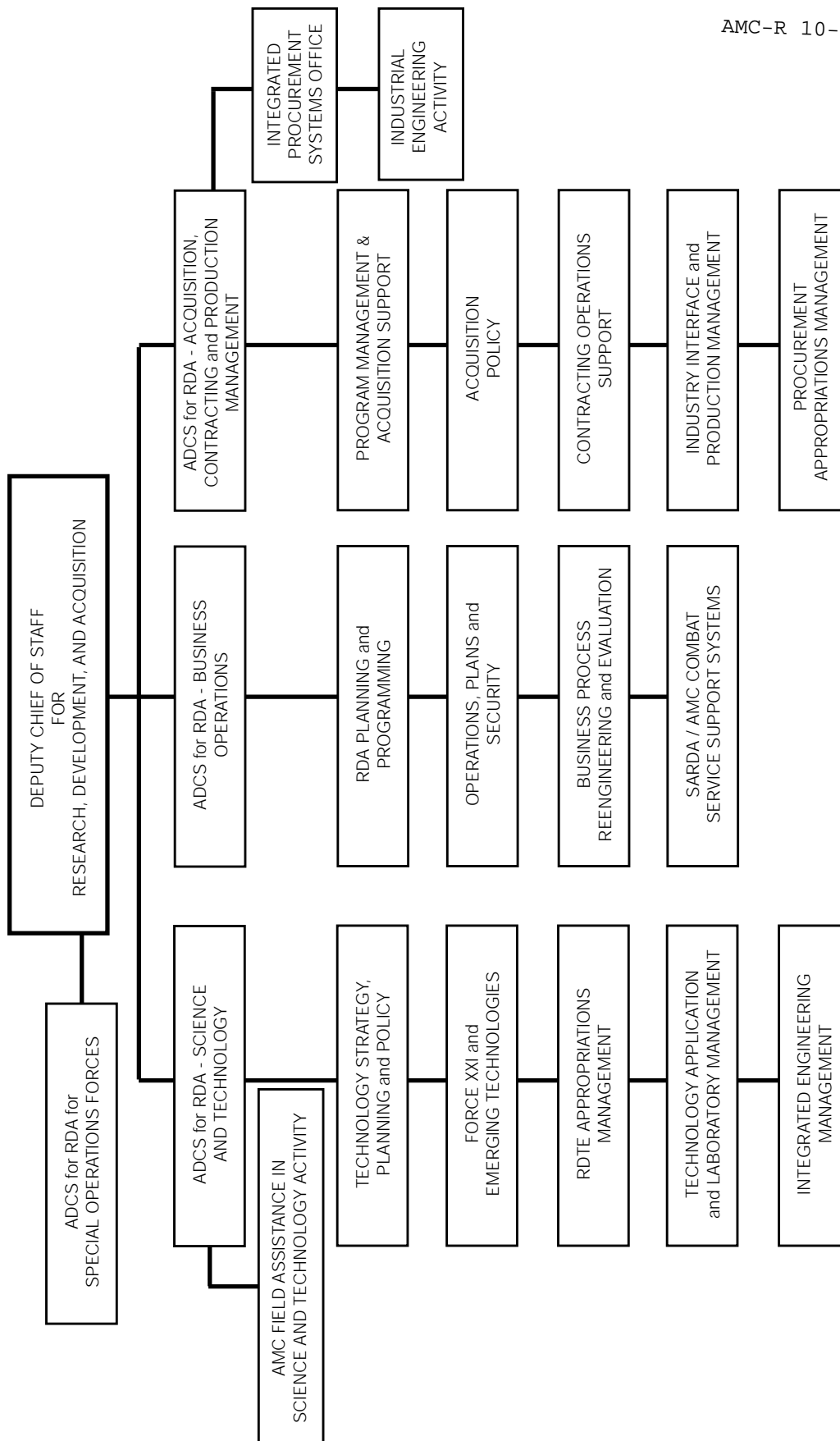
2 Determine effective procurement and distribution of military personnel.

3 Project long-range requirements necessary to operate and maintain new equipment and meet changing doctrinal philosophies.

4 Provide military personnel managers, commandwide, accurate and timely strength and statistical information necessary for effective decision-making processes.

CHAPTER 14

DEPUTY CHIEF OF STAFF FOR RESEARCH, DEVELOPMENT, AND ACQUISITION



AMC-R 10-2

CHAPTER 14

DEPUTY CHIEF OF STAFF FOR RESOURCE MANAGEMENT

14-1. **Deputy chief of Staff for Resource Management (DCSRM).** The mission of the DCSR is to--

a. Lead AMC resource management efforts and actions across all appropriations during programing, budgeting, and execution.

b. Provide integrated resource analysis and evaluation among all appropriations, across all programs for both dollars and personnel regardless of the financing mechanism.

c. Develop, maintain, and discipline the PPBES for AMC to ensure that available resources are planned, programed, and executed for optimum utilization.

d. Determine and obtain the financial and manpower resources required to accomplish the AMC mission.

e. Formulate, defend, and execute the total program and budget for OMA, Operation and Maintenance, Army Reserve (OMAR), International Military Education and Training (IMET), and DBOF.

f. Interpret, prepare, and disseminate funding policy for all appropriations and funds, provide guidance on proper charges to appropriated and revolving funds and determine organizational funding responsibilities.

g. Provide policy and central management of the AMC PPBES, the AMC unit cost program, and the Base Support Mission Area.

h. Develop and support AMC-wide long-range planning, including business planning capability, and develop AMC's input to DA long-range plans.

i. Develop, maintain and discipline the finance and accounting process, to include payroll and entitlement, appropriation and revolving fund accounting and reporting support to the entire AMC community.

j. Manage and oversee development of standard automated financial systems that complement management of AMC appropriations.

k. Manage the DCSR financial, planning, programing, budgeting, and manpower automated systems.

l. Develop, promote, staff supervise, and evaluate policies, programs and directives that increase productivity awareness, effectiveness, and efficiency throughout AMC.

- m. Manage Command core Metrics and Management Analysis Programs.
- n. Direct and manage the military and civilian manpower program for AMC.
- o. Maintain an AMC cost and economic analysis program to provide cost estimating, analysis, and validation of costs.
- p. Provide for contract cost performance measurement, reporting and analysis through implementation of DOD Cost/Schedule Control Systems Criteria and cost management reports.
- q. Provide resource management support and oversight for the AMC SAP and SOF programs.
- r. Serve as the command career program manager for the comptroller and manpower civilian career programs (CP-11 and CP-26) and monitor the comptroller military officer (Functional Area 45) program throughout AMC.
- s. Serve as sponsor for the Resource Management Executive Workshop.
- t. Develop AMC concepts, policies, and procedures relating to organizational structures, mission alignment, and functional interface relationships.
- u. Provide common policy and procedures on the control, preparation, and processing of MOUs/MOAs and support agreements.
- v. Develop and maintain the AMC portion of the TAADS, the Army Stationing and Installation Plan (ASIP), and the JCS SORTS.
- w. Lead AMC efforts in the DMRD process.
- x. Develop and manage the AMC-wide AMCLOG 21 program.

14-2. Assistant deputy Chief of Staff for Resource Management/Executive Director for Business (ADCSRM/EDB). The mission of the ADCSRM/EDB is to--

- a. Serve as the principal advisor to the DCSRM for funding policy, finance and accounting activities, and resource management systems.
- b. Oversee funding policy and guidance for all appropriations and funds. Maintain oversight over the central management of the AMC PPBES, the AMC unit cost program, the AMC zero-based resourcing program, and the BSMA.
- c. Oversee AMC's finance and accounting (F&A) network and ensure supportive F&A activities within the command.
- d. Oversee the management of AMC's finance, accounting, planning, programming, budgeting, and manpower automated systems in support of resource management functions.

- e. Ensure development and support of AMC-wide long range planning.
- f. Oversee the management of AMC-wide Command Review and Analysis program.
- g. Serves as special advisor to the Commanding General on business operations. Oversees actions of all AWCf revolving funds to include Supply Management Army wholesale, mobilization, and AMC Installation Division retail funds, depot maintenance, ordnance, and information services.
- h. Heads the AMC Privatization Working Group.
- i. Represents the Commanding General on the Joint Logistics Commander's Joint Group on DBOF Issues.
- j. Heads Joint Reconciliation Task Force.

14-3. **Administrative Division. a. Mission.** The mission of the Administrative Division is to provide effective administrative support to the DCSRM by performing a broad range of personnel support functions, handling security functions, monitoring and disseminating the DCS budget, coordination, planning, developing and disseminating policy and operating procedures, for the staff on a day-by-day basis.

b. **Functions.** The functions of the Administrative Division are to--

(1) Manage the personnel process by recording and reviewing and tracking all personnel requests, to include recruitments, promotions and reassignments.

(2) Manage and track the civilian awards process and performance appraisals for DCSRM civilian personnel, and Officer Efficiency Ratings for DCSRM military employees.

(3) Manage budget requirements for the DCSRM by formulating and executing the OMA budget that finances civilian manpower spaces and associated costs and the element of expense funding which includes travel, supply, training, equipment, etc.

(4) Manage and control document changes to the TDA and provide guidance to management regarding TDA personnel requirements and authorizations.

(5) Serve as the DCSRM Security Officer. Develop and implement policy and guidance, maintain records on employees security clearances. Ensure security training is completed for each employee each year. Serve as Crime Prevention Officer and perform associated functions for DCSRM.

(6) Establish procedures and direct all incoming and outgoing correspondence, to include classified material within the organization by receiving, routing, sorting, and controlling all suspense actions.

(7) Manage the DCSRM program for the annual training plans for civilian employees; manage the training spaces allotted to DCSRM.

(8) Performs duties associated with function of Information Management point of contract and ISSO.

(9) Manage the records management program by reviewing files, providing information and guidance on retiring records. Conduct surveys to ensure files are maintained per regulations and guidance.

(10) Prepare special reports, as directed.

(11) Represent DCSRM on the Quality of Life Council.

(12) Establish and develop guidance used to perform administrative functions as identified in Chapter 17, Common Functions of Administrative Offices.

(13) HQ Budget. Performs all aspects of the planning, analysis, formulation, execution, and review of the Operations and Maintenance Army (OMA) appropriation. Provides budget oversight for execution of DBOF, OPA, Family Housing, RDTE appropriations. Provides guidance and policy as required to reporting offices. Monitors day-to-day certification of funds to ensure no funding violations occur.

14-4. Program Integration Division. a. **Mission.** The mission of the Program Integration Division is to provide integrated resource analysis and evaluation among all appropriations, across all programs for both dollars and personnel regardless of financing mechanism. Included are all phases of the PPBES.

b. **Functions.** The functions of the Program Integration Division are to--

(1) Provide independent, quick reaction response to AMC Command Group on resources issues.

(2) Integrate program and program development products of AMC during the POM process.

(3) Ensure consistency across all appropriations during budgeting.

(4) Coordinate and interface with the Assistant Secretary of the Army for Financial Management (ASA(FM)), HQDA PAE, SARDA and DA DCSLOG on AMC program and budget issues.

(5) Identify critical funding issues to functional managers.

(6) Ensure the CG's financial policies are integrated into AMC programs.

(7) Coordinate/integrate issues and information (RDTE, Procurement, Ammunition, MCA, AFH, OMA, etc.) within HQ AMC.

(8) Establish and maintain a summary level funding and manpower data base for common local area network (LAN) users.

(9) Improve overall AMC resource communications.

(10) Chair Resource Integration Council (RIC) associated with the RAC.

(11) Establish and maintain legislative liaison on resource management issues with HQDA Army Budget Office and HQ AMC Congressional Liaison Office for multiappropriation issues.

(12) Provide periodic resource management reports to AMC leadership.

(13) Lead HQ AMC Staff in prioritizing resource issues/ requirements.

(14) Lead HQ AMC Staff in decrementing and/or incrementing resourcing issues/requirements.

(15) Chair the DMRD Subcommittee under the HQ AMC RAC.

(16) Oversee the execution of all DMRDs affecting AMC by tracking requirements, to include status of Management Plans and anticipated savings.

(17) Prepare the AMC Direct/Reimbursable Funds, AMC Workload Backlog, and Fiscal Year Business Planning Cash Flow charts on a quarterly basis as part of the macrometrics chart series provided to the AMC command-group.

14-5. Policy, Plans, and Projects Division. a. Mission. The mission of the Policy, Plans and Projects Division is to interpret, prepare and disseminate funding policy and guidance for all appropriations and funds; provide policy for the AMC PPBES, and the base Support Battlefield Operating System (BOS); manage the AMC Cube; serve as the contracting officer's representative and focal point for the Consolidated AMC Resource System (CARS); implement the Army Ideas for Excellence Program (AIEP); conduct the macrometrics program; plan and implement Resource Management Executive Workshops (RMEW); serve as DCSRM focal point for all mobilization and contingency activities and for a variety of programs, to include TAQ, Internal Controls, external audits, and DSCRM briefings.

b. Functions. The functions of the Policy, Plans, and Projects Division are to--

(1) Provide funding policy, advice and assistance to HQ AMC staff, AMC subordinate organizations, as well as other MACOMs, and HQDA in relation

to AMC policy interests. Analyze regulations, policies and budget decisions to determine the impact on funding policies and procedures. Recommend changes and revisions for AMC.

(2) Develop and provide command policy guidance on the proper application of appropriated and revolving funds and organizational programming, budgeting and funding responsibilities for specific functions. Serve as AMC focal point for the Army management Structure (AR 37-100-FY).

(3) Provide management, policy and oversight to, and serve as the contracting officer's representative and focal point for CARS.

(4) Fulfill commandwide responsibility for the AMC CUBE, to include control and documentation to design and modifications, provisions of direction and guidance for updates and distribution to users.

(5) Develop command program policy, guidance, and manage the AMC implementation of the Army Ideas for Excellence Program (AIEP). Maintain liaison and coordinate with HQDA, MACOMs, DOD, and other services. Conduct on-site evaluations at AMC MSCs, SRAs, and installations. Perform AIEP responsibilities for HQ AMC.

(6) Provide policy, procedures, and technical assistance to staff elements in the development and maintenance of commandwide macro performance metrics.

(7) Develop, design and conduct Resource management Executive Workshops (RMEW). It is a DCSRM-sponsored 1-week Course for senior AMC executives without resource management backgrounds, that provides an overview of the total AMC financial and manpower resource management functions.

(8) Serve as the DCSRM focal point for all mobilization and contingency and exercise activities. Plan and manage manpower and financial crisis management and contingency operations. Coordinate all wartime, mobilization and contingency financial and manpower matters (all appropriations/funds). Coordinate DCSRM's involvement in mobilization and contingency exercises.

(9) Coordinate and manage the DCSRM IMA program.

(10) Conduct DCSRM Total Army Quality program which includes the commandwide resource process.

(11) Provide guidance and policy on management analysis capability in AMC.

(12) Conduct DCSRM Internal Controls Program.

(13) Serve as DCSRM focal point for all external audits.

(14) Perform a wide variety of one-time, special projects.

14-6. **Business Resources Division.** a. **Mission.** To ensure Defense Business Operating Fund (DBOF) business area budgets are formulated in a efficient and effective manner, fully identifying resources required for the businesses to support Army priorities and guidance. To ensure DBOF budgets are executed in a effective and timely manner in support of business and Army requirements. Operate DBOF businesses in compliance with current guidance and implement policy or procedure changes or other revisions necessary to incorporate new/expanded businesses or to downsize commensurate with resources.

b. **Functions.** The functions of the Business Resources Division are to--

(1) Provide instructions and time lines for the development of business area operating and capital budgets; review and adjust field submissions as necessary to comply with OSD/DA guidance; consolidate subordinate command submissions where necessary into an AMC budget submission; justify and defend AMC budget submissions to DA/OSD/OMB and Congress, as required.

(2) Receive from HQDA and disseminate unit cost goals and operating cost and capital budget authority to the appropriate AMC activities--suballocate to subordinate command levels, when required.

(3) Monitor field execution against unit cost goals and performance measures; provide AMC and DA management with an assessment of field performance. Recommend corrective actions for out of tolerance situations; request and defend changes to cost and performance goals, when warranted.

(4) Prepare and present data to the AMC Resources Action Committee (RAC) as necessary to support budget formulation and/or address execution issues affecting both the performing activities and their customers.

(5) Implement and enforce established OSD/DA unit cost, performance based budgeting, and DBOF policy.

(6) Coordinate with other Resource Management Divisions responsible for DBOF manpower management, DBOF policy guidance/ interpretation and DBOF systems management.

(7) Represent the AMC resource management community in dealings with OSD/DA and AMC subordinate commands regarding DBOF budget formulation and/or budget execution interests.

(8) Serve on OSD/DA task groups evaluating the feasibility of establishing new (or disestablishing current) AMC unit cost or DBOF business areas; participate in the development of implementation plans to accomplish the transition; monitor and ensure successful transition. Serve on other OSD/DA task groups, as required.

14-7. **Staff Finance and Accounting Division.** a. **Mission.** The mission of the Staff Finance and Accounting Division is--

(1) Implement and provide the Army's financial management policy and guidance to the U.S. Army Materiel Command (AMC) managerial accounting network. Direct and perform monthly, quarterly, and yearly comprehensive analyses of financial data to ensure compliance with current regulatory policy requirements of AMC, the Defense Finance and Accounting Service (DFAS), Headquarters Department of the Army (HQDA), Department of the Treasury, and the General Accounting Office (GAO). Prepare and provide briefing of all review and analysis functions, as required.

b. **Functions.** The functions of the Staff Finance and Accounting Division are--

(1) Assist all HQ AMC Directorates in matters concerning accounting support provided by DFAS. Interpret monthly data provided by DFAS and serve as the primary AMC POC in resolving any/all identified errors and/or infractions noted in these reports.

(2) Serve as the resource management control point and repository for all pertinent audit and inspection reports. This includes reviewing and developing command positions on all findings/ recommendations affecting finance and accounting responsibilities.

(3) Perform in conjunction with DFAS budget execution reviews and analysis of current and prior year fund programs across all appropriations.

(4) Serve as AMC central repository for the annual obligation plan. Develop and maintain data base for obtaining annual obligation plan by appropriation at MSC and AMC levels.

(5) Oversee AMC implementation of the Chief Financial Officers Act legislation and the Army Internal Control Program (i.e., Federal Managers' Financial Integrity Act) as they relate to each other.

(6) Fund Control - In conjunction with DFAS, determine and establish funding channels, policies, and procedures for the distribution and control of funds. Operate and maintain control of the Army Program and Budget Accounting System (PBAS) as it relates to AMC. Maintain administrative control and surveillance over all funds received and distributed within AMC.

(7) Antideficiency Violations - Provide oversight concerning the application of funds. Serve as the principle AMC POC between the Assistant Secretary of the Army (Financial Management) (ASA(FM)) and the MSCs for the processing of all alleged antideficiency violations per the procedures provided by AR 37-1, Financial Administration, Army Accounting and Fund Control. Work in consonance with the HQ AMC Command Counsel concerning legal matters associated with alleged antideficiency cases.

(8) Finance and Accounting Liaison - Provide liaison services between the MACOM Commander, Installations, HQDA, and DFAS. Advise AMC financial/program managers regarding impact on budget/program execution; resolve problems; investigate variances from plans; determine "how" and "why" variances from program plans/budgets occurred; relate accounting data to other budgetary/programmatic data (e.g., acquisition milestones, workload data, etc.); investigate and reconcile anomalies and certify funds.

(9) Provide advice and assistance to the Deputy Chief of Staff for Resource Management (DCSRM) on actions within the DCSRM community impacting AMC standard finance and accounting systems/operations.

(10) Depot Maintenance Cost Comparability Handbook - Develop, implement, and maintain the depot maintenance cost comparability handbook. Author procedures and techniques to ensure cost comparability during consolidation studies. Serve as the HQ AMC point of contact on the Joint Logistics Committee in the formulation and execution of these procedures and techniques.

(11) Chief Financial Officers' Act - Provide meaningful information for managers to use in evaluating the effectiveness and efficiency of performing their mission and meeting their assigned targets. In addition, provide alternative choices for managers to use in determining a plan to achieve established goals and/or solve problems.

(12) Entitlements Policy - Develop, issue and maintain entitlements (civilian, military, and travel pay) policies and procedures applicable to the command. Provide interpretation and support to all command elements concerning individual entitlements until these functions are transferred to DFAS and functions are consolidated.

(13) Unliquidated Obligation Reviews - In conjunction with DFAS, perform reviews of unliquidated obligations; this includes the review and correction of all negative unliquidated obligations and tracking of merged/expired appropriations.

(14) Automated Data Processing Support - Provide ADP support to all division personnel. Develop and maintain standard presentation of accounting data on a monthly basis. Collect detail accounting data from MSCs concerning special programs where HQDA has a particular interest. Provide data base queries from the Accounts Office data base located at Tobyhanna Pennsylvania. Work with all Directorates in the headquarters in formulating and obtaining desired queries.

(15) AMC Operation Center - Provide accounting support and assistance to the resource management functions performed in the HQ AMC Operations Center. Assist in the collection of accounting data normally associated with missions requiring operation center support (i.e., disaster relief, Army police actions, etc.).

14-8. **Program Budget Division. a. Mission.** The mission of the division is to formulate, justify, defend and execute the Operation Maintenance, Army (OMA), Operation Maintenance Army, Reserve (OMAR), and International Military Education Training (IMET) programs. In addition, the division conducts analysis of MSCs' execution year issues and determines impact to AMC's mission areas.

b. Functions. The functions of the division are to--

(1) Serve as the AMC focal point for OMA budget processes such as Program Budget Guidance (PBG), OMA Program Objective Memorandum (POM) issues, and OMA Unfinanced Requirements.

(2) Serve as liaison between HQDA, HQ AMC program directors and MSCs, and other DOD agencies at home and abroad for OMA, OMAR, and IMET funding.

(3) Monitor command obligation plans, through use of electronic media and direct communication with resource managers, MSC, and SRA staff.

(4) Analyze execution year resource posture for MSC OMA appropriation programs and updates PBG on a continuous basis.

(5) Monitor and control overall program and allocation of approved OMA resources, including contingency funds, limitations, counter drug, and Defense Environmental Restoration Account (DERA) funding.

(6) Evaluate and respond to Office, Secretary of Defense Program Budget Decisions(PBD)that impact AMC OMA resources.

(7) Analyze, interpret and execute HQDA OMA program guidance transmitted to AMC via annual funding letter, PBG and master electronic data bases.

(8) Present and defend resource requirements; elevate AMC unfinanced requirements to appropriate HQDA and HQ AMC Program Evaluation Group's and executive committees.

(9) Maintain liaison and coordinate with appropriate offices at subordinate activities, HQ AMC, HQDA, and other DOD agencies.

(10) Receive, monitor and issue OMA funding authorization document (FAD) and cash allocation to MSCs and SRAs.

(11) Monitor special funding accounts, i.e., reserve account and commanders account.

(12) Integrate OMA resource guidance and distribute to MSCs and SRAs via PBG; and, prepare written guidance/instructions as appropriate.

(13) Reallocate and recommend Reprogram OMA funds as applicable to meet AMC mission requirements.

(14) Monitor and control all statutory administrative limitations, ceilings, and floors.

(15) Analyze the relationship between direct and reimbursable work years and average salaries in order to determine proper OMA direct funding for pay of people.

(16) Determine work year funding levels for MSCs and SRAs during budget programming and formulation exercises.

(17) Direct and monitor year-end closeout activities for HQ AMC program directors, MSC and SRA resource managers and staff representatives.

(18) Brief Deputy Chief of Staff for Resource management on activity group and command resource issues.

(19) Division chief accomplishes overall mission objectives through intra and inter three team approach:

(a) execution team monitors command obligation plans, execute cash allocation and funding authorization document to MSCs and SRAs;

(b) integration team - integrates full scope of AMC pricing, OMA program budget guidance and other budget processes;

(c) planning team - conducts analysis of HQDA annual funding letter and is the focal point for all OMA briefing.

14-9. Cost Analysis Division. a. Mission. The mission of the Cost Analysis Division is to--

(1) Implement the Cost and Economic Analysis Program, AR 11-18 and the Earned Value Management Systems (EVMS), DOD 5000.2R.

(2) Lead commandwide cost analysis activities so that senior AMC and Army officials have timely and dependable analytical products to support management processes, systems and decision making (including materiel acquisition and financial management actions).

(3) Serve as the senior consultant and advisor to the AMC command group and subordinate activities on materiel system costs and on the application of economic analysis.

(4) Provide consultation and advice to the Army Staff and AMC Command Group on EVMS.

(5) Serve as the Cost Analysis process owner.

(6) Serve as a member of the Army Cost Review Board (CRB) to establish the Army Cost Position presented at major milestone decision reviews.

(7) Serve as the Army representative on the Performance Measurement Advisory Council (PMAC) and the Army focal point for policy development and program coordination/implementation of EVMS, the Cost/Schedule Status Report (C/SSR), and Cost Performance Report (CPR) analysis.

b. **Functions.** The functions of the Cost Analysis Division are to--

(1) Develop and provide policy, guidance, oversight and evaluation of cost analysis program activities throughout AMC, and of processes throughout the Army concerning application of the EVMS, C/SSR, and CPR.

(2) Oversee and implement the commandwide process and procedures for AMC validation of cost estimates and documents.

(3) Monitor and coordinate efforts pertaining to cost analysis research, methodology, data, and models, including the Performance Analyzer. Act AMC focal point for the annual DOD Cost Analysis Symposium.

(4) Serve as AMC voting member of the CRB and provide representation on Cost Analysis Integrated Product Teams and CRB Working Groups in support of the analysis requirements.

(5) Act as AMC focal point for inflation guidance. Monitor, compute, and publish inflation factors for commandwide application in coordination with HQDA.

(6) Evaluate, advise, and provide technical assistance in compliance with Army functional standards on cost analysis products, reports, and related documents.

(7) Oversee and implement the AMC Operating and Support Cost Reduction program.

(8) Monitor and coordinate functional matrix support to, and provide technical direction and staff assistance for, PMs/PEOs and the MSCs in the development of cost analysis documents prepared for the acquisition process or in support of PPBES. Provide process oversight and coordination in the preparation of cost data for Cost and Operational Effectiveness Analyses or other studies.

(9) Guide, oversee, and support process improvements.

(10) Schedule, plan, coordinate, and conduct periodic management meetings of AMC Cost Analysis leaders.

(11) Sponsor and provide technical evaluation support for the AMC Cost Analysis Award. Support cost analysis training and career development activities. Monitor and assess MSC cost analysis activities, personnel assets, and workload.

(12) Provide technical EVMS consultation to PMs, MSCs, contractor and government facilities and other Army acquisition organizations, including conducting assistance visits, to ensure effective and efficient selection and utilization of the EVMS tools.

(13) Provide, in coordination with the Industrial Operations Command (IOC), total life cycle EVMS consultation services for Army activities involving conducting training, assisting system development and implementation activities, perform system compliance evaluation and acceptance reviews, assisting in establishing and participating in system surveillance processes.

(14) Support the conduct of initial and post acceptance for cause EVMS compliance reviews in coordination with the MSCs, DCMC and PMs. Participate in these reviews, as necessary.

(15) Support an effective, integrated contractor EVMS system surveillance process in coordination with the MSCs, DCMC and PMs. Participate in the surveillance activities, as necessary.

(16) Develop and maintain Army guidance for, and promote the use of, Integrated Baseline Reviews (IPR). Monitor and coordinate the adequacy of functional matrix support provided to PMs for the conduct of the IBR process.

(17) Ensure independent review of analysis of Army major systems cost performance measurement data submitted by AMC MSCs. Provide input to automated monthly Acquisition Program Review from MSC inputs pertaining to major Army acquisition contracts.

(18) Review Defense Acquisition Executive Summary reports and Selected Acquisition Reports; provide comments as appropriate to HQDA for input to the AAE. Provide technical advice and assistance to the Army leadership.

(19) Serve as the Army focal point for DCMC/OSD/interservice implementation of EVMS; representative to the PMAC; representative on OSD, triservice, and industry committees.

14-10. **Force Management Division.** a. **Mission.** The mission of the Force Management Division is to manage total AMC military and civilian manpower resources by developing manpower management and utilization policy, justifying manpower requirements in annual program and budget submissions, developing AMC's manpower program for annual budget submissions, allocating available manpower resources, and analyzing and forecasting civilian employment levels for use in developing funding needs.

b. **Functions.** Functions of the Force Management Division are to--

(1) Review, analyze, and secure DA approval for changes in usage of controlled manpower; e.g., Army Management Headquarters Activity (AMHA), civilian to military position conversions, and aviation positions.

- (2) Serve as AMC POC for manpower requirements determination.
- (3) Develop policies for MCB Program.
- (4) Develop, track, and justify manpower requirements in annual program and budget submissions.
- (5) Allocate available manpower, including allocations for specific programs like AMHA, officer grade ceilings, overseas work year ceilings, etc.
- (6) Develop allocation strategy for implementing special management initiatives; e.g., Defense Management Review Decisions.
- (7) Manage HQ AMC manpower resources, including developing and maintaining TDA.
- (8) Analyze actual civilian strength trends by funding source and forecast future strength levels for use in developing funding requirements.
- (9) Manage manpower input for BPRR and subsequent submission to HQDA in annual program, budget, and Command Plan updates.
- (10) Manage the program/budget/allocation module, the requirements module, and the standard reports module of the AMC Automated Manpower Management Information System (AAMMIS).
- (11) Serve as command career program administrator for the comptroller and manpower civilian career programs (CP-11 and CP-26), providing full career management services for careerists, including information exchange, counseling, career planning, training, ACCESS and ACTEDS guidance, and resource management intern program management.

14-11. **Structure Management Division.** a. **Mission.** The mission of the Structure Management Division is to--

- (1) Manage the documentation of AMC organizational structure and manpower data provided/approved by HQDA.
- (2) Achieve effective staff management of all AMC mission assignments, functional alignments, and organizational structure through planning, policy direction, and analytical review and evaluation of the organization, mission and function of HQ AMC and field organizations.

b. **Functions.** The functions of the Structure Management Division are to--

- (1) Manage the documentation in TAADS of all manpower data required for development of TDAs and MTOEs for AMC organizations.
- (2) Integrate through proper documentation all manpower resource requirements applicable to all AMC MSCs and SRAs.

(3) Oversee the development and maintenance of the AMC portion of TAADS. Develop, maintain, and provide manpower and structure data input for the JCS SORTS in the Force Structure Accounting System.

(4) Develop and maintain the AMC portion of the ASIP.

(5) Develop and publish Permanent Orders activating new AMC organizations or directing major changes in existing organizations.

(6) Develop AMC policy and documentation procedure applicable to creating new organizations or directing major changes in existing AMC organizations.

(7) Review HQDA, MACOM, AMC, HQ AMC, and local policy documents for consistency and determine potential impacts upon AMC organizational policies.

(8) Evaluate and develop recommendations for the preparation and processing of AMC Organizational Concept Plans. Address major reorganization proposals received from MSCs/SRAs and recommend AMC approval/disapproval. Facilitate the processing of such plans by HQDA.

(9) Conduct comparative reviews of AMC missions documented in AMC-R 10-series regulations to identify overlaps or omissions. Review mission and functions regulations in the 10-series published by subordinate activities reporting directly to HQ AMC for conformance to policy and approved mission assignments. Review, analyze and evaluate DOD, DA, and interservice plans, studies, and forecasts to determine the impact on assigned mission and functions.

(10) Serve as the POC for AR 10-87, Missions and Functions of MACOMS in the Continental United States.

(11) Serve as the proponent for the following AMC regulations:

(a) **AMC-R 5-22**, Control Preparation and Processing of Memorandums of Understanding and Support Agreements.

(b) Assist HQDA (DAIM-MD) and assigned contractors with directive implementation involving the AMC portion of the Army Stationing and Installation Plan (ASIP). Monitor ASIP changes and assist AMC commands, as required.

(12) Develop policies and procedures governing the control, preparation, and processing of MOUs/MOAs. Serve as the repository for those agreements requiring the AMC Command Group approval/signature except for international and intelligence type agreements.

CHAPTER 15

**DEPUTY CHIEF OF STAFF FOR
SECURITY ASSISTANCE**

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DEPUTY CHIEF OF STAFF FOR SECURITY ASSISTANCE

Deputy Chief of Staff for Security Assistance.

a. **Mission.** The mission of the Deputy Chief of Staff for Security Assistance is to act for the CG, AMC, the DA Executive Agent for approved operational security assistance programs; serve the Executive Agent in the management, administration and implementation of Army FMS and Foreign Military Financing programs; manage the Army Export License Program; and establish policy and provide guidance and direction for accomplishing AMC Security Assistance Program responsibilities.

b. **Functions.** The functions of the Deputy Chief of Staff for Security Assistance are to--

- (1) Serve as CG, U.S. Army Security Assistance Command (USASAC).
- (2) Develop Security Assistance Program policy objectives and performance standards.
- (3) Evaluate AMC performance against established security assistance plans and objectives, considering resource allocations.
- (4) Maintain summary information on AMC-wide security assistance programs by country, region, and MSCs.
- (5) Exercise technical direction over security assistance elements in AMC commands, SRAs, and selected other Army/DOD organizations.
- (6) Manage and execute the FMS administrative fee budget and program for AMC.
- (7) Serve as Army Executive Agent for Security Assistance information management.

CHAPTER 16

COMMON FUNCTIONS OF ADMINISTRATIVE OFFICES

16-1. **Internal administrative functions.** Internal administrative functions are not included for Headquarters U.S. Army Materiel Command (HQ AMC), elements. (Where an "administrative office" has been established to carry out such functions for a Deputy Chief of Staff (DCS)/Office, it is shown on the appropriate organization chart.)

16-2. **Common functions.** The functions common to HQ AMC administrative offices are to--

a. Provide internal personnel services, including maintaining personnel records, assisting in preparing personnel documents, and processing personnel actions; supervising, advising in regard to, or maintaining time and leave records; coordinating training plans and keeping schedules; and keeping records of membership on committees and boards.

b. Provide mail and records services, including mail distribution and control; follow up on action papers; and administer the records management program.

c. Provide office services, including control of office space; requisition and distribute office supplies and equipment; keep related records; and provide liaison with the DCS for Engineering, Housing, and Installation Logistics on maintenance of office equipment, telephone service, and similar activities.

d. Provide directive and library services, including ordering and distributing external publications, arranging for publication of internal issuance, and keeping a central library of directives and publications.

e. Provide research and editorial assistance to DCS/Office organizational entities.

f. Prepare administrative policies and procedures for the DCS/Office.

g. Provide a variety of other common services, e.g., coordination of DCS/Office segments of fund drives and of safety, civil defense, blood donor, and incentive awards programs.

CHAPTER 17

COMMAND HISTORY

In February 1962, the Secretary of Defense, Robert S. McNamara, approved a plan for the reorganization of the Department of the Army (DA) that established the U.S. Army Materiel Command (AMC). The purpose of this new organization was the centralization and standardization of continental United States (CONUS) materiel and logistics functions to improve efficiency and economy. It resulted directly from recommendations on Army organization made by the Office, Secretary of Defense (OSD), Project 80 Study Group, under the leadership of Mr. Leonard W. Hoelscher, Deputy Comptroller of the Army. The formalization of the study group's work materialized with the issuance of DA General Orders 23, 4 May 1962, that established AMC as a major Army command (MACOM) effective 8 May 1962, with responsibilities for the life-cycle management of Army materiel.

a. Lieutenant General Frank S. Besson, Jr., the first Commanding General (CG), AMC, directed the planning that led to the activation of the command on 1 July 1962 and its assumption of an operational status on 1 August 1962. Five major subordinate commodity commands (the U.S. Army Electronics, Missile, Mobility, Munitions, and Weapons Commands) and two major subordinate functional commands (the U.S. Army Supply and Maintenance Command and the U.S. Army Test and Evaluation Command (TECOM)) were activated and became operational on the same dates. Headquarters (HQ), AMC, functions for supply, maintenance, and transportation were delegated to the U.S. Army Supply and Maintenance Command. Provisions for the intensive management of special projects across commodity and functional lines was a major feature of AMC organization, exemplified by the establishment of 36 project managerships during the command's first year.

b. After the achievement of initial standardization of the supply and maintenance system in March 1965, General Besson directed the early collection of the HQ of the U.S. Army Supply and Maintenance Command with HQ AMC and the eventual merger of these two headquarters. Collocation was completed 5 May 1965, and on 1 July 1966, the HQ U.S. Army Supply and Maintenance Command merged with HQ AMC.

c. On 10 March 1969, General Ferdinand J. Chesarek assumed command of AMC. On 2 June 1969, in keeping with the changing climate of defense requirements, such as U.S. Army ownership and management of selected secondary items in overseas depots and responsibility for the worldwide management of depot maintenance, General Chesarek established a Deputy Commanding General (DCG) for Materiel Acquisition and a DCG for Logistic Support, with command supervision in their respective areas. General Chesarek assigned to the principle deputy the responsibility for supervision of command resources and reaffirmed the position of the Deputy for Laboratories. General Chesarek also provisionally combined the Directorates for Materiel Requirements and Procurement and Production to form the Directorate for Requirements and Procurement. The general substantially reduced the number of project managerships and reassigned most of the remaining project managers to the commodity commands.

d. General Henry A. Miley, Jr., assumed command of the AMC on 1 November 1970, following a brief tour as DCG under General Chesarek and several years as Assistant Deputy Chief of Staff for Logistics (Programs and Budget). Lieutenant General W. W. Vaughan became DCG, USAMC, on 10 November 1970.

e. Some significant organizational changes occurred in 1973. The U.S. Army SAFEGUARD Logistics Command was discontinued on 15 January. On 1 April, the U.S. Army Mobility Equipment Command (MECOM) was redesignated as the U.S. Army Troop Support Command (TROSCOM), and effective 30 June 1973, the U.S. Army Natick Laboratories was assigned to TROSCOM. Effective 1 July, the U.S. Army Munitions Command (MUCOM), the U.S. Army Weapons Command (WECOM), and the U.S. Army Small Arms Systems Agency were merged into a new U.S. Army Armament Command (ARMCOM).

f. General John R. Deane, Jr., assumed command of the AMC on 12 February 1975. General Vaughan, the DCG, had served briefly as CG following General Miley's departure on 8 February 1975.

g. Sweeping changes in both the Headquarters and the field structure of AMC got underway in 1975, following the issuance of the report of the Army Materiel Acquisition Review Committee (AMARC) in April 1974. The major features of the new structure were--

(1) A much smaller "corporate-type" headquarters.

(2) Decentralization to the field of operational and decision making functions.

(3) Division of the commodity commands along two major functional lines, materiel development and supply and support. Plans for creating the new HQ AMC organization, over the next 18 months, were announced 30 July 1975, and work on this reorganization got underway.

h. On 23 January 1976, in recognition of the proposed "new way of doing business," AMC was redesignated the U.S. Army Materiel Development and Readiness Command (DARCOM). Six months later, on 1 July 1976, the headquarters organization was reduced from 2,128 to 1,294 employees. With operating functions delegated to the field, the new "corporate" headquarters was to concentrate on planning, policy formulation, resource allocation, and evaluation. To provide a focal point under the new system for command and control of the Army depots, the U.S. Army Major Item Data Agency (MIDA) at Chambersburg, PA, was redesignated to U.S. Army Depot System Command (DESCOM), effective 1 September 1976.

i. In the meantime, on 7 March 1975, the U.S. Army Mobility Equipment Research and Development Center at Fort Belvoir, VA, and the U.S. Army Natick Laboratories at Natick, MA, had been relieved from TROSCOM and established as separate centers. Both were subsequently (23 January 1976) redesignated separate research and development commands, MERADCOM and NARADCOM, respectively.

j. An explosive growth in foreign military sales in the 1970s brought a stream of changes in the organizations and procedures for handling DARCOM's responsibilities in this area. In October 1975, the U.S. Army International Logistics Command (USAILCOM), representing a merger of the Directorate for International Logistics, AMC, and the International Logistics Center at New Cumberland, PA, was established as a separate command. Later, on 1 November 1977, it was redesignated the U.S. Army Security Assistance Center (USASAC).

k. With the retirement of General Deane on 31 January 1977, Lieutenant General George Sammet, Jr., the DCG for Materiel Development, assumed interim command of DARCOM pending the arrival from Japan of the new commander-designee, John R. Guthrie. General Guthrie, who had served as the AMC DCG for Materiel Acquisition in the early 1970s, assumed command of DARCOM on 18 May 1977.

l. The division of the five major commodity commands according to their principal functions for materiel readiness and for research and development began with the Tank and Automotive Command (TACOM) on 1 July 1976 and was completed with the Electronics Command (ECOM) on 3 January 1978. The results were five new readiness commands--Tank and Automotive Materiel Readiness Command (TARCOM); Armament Materiel Readiness Command (ARRCOM); Missile Readiness Materiel Command (MIRCOM); Troop Support and Aviation Materiel Readiness Command (TSARCOM); and Communications- Electronics Materiel Readiness Command (CERCOM). Also, six new development commands were established--the Tank-Automotive Research and Development Command (TARADCOM); the Armament Research and Development Command (ARRADCOM); the Missile Research and Development Command (MIRADCOM); the Aviation Research and Development Command (AVRADCOM); the Communications Research and Development Command (CORADCOM); and the Electronics Research and Development Command (ERADCOM). These, together with TECOM, MERADCOM, NARADCOM, DESCOM, and the SAC, brought to 16 the number of major subordinate entities under DARCOM. As a result of a Department of Defense (DOD) directive in November 1975, the Commander, ARMCOM, was designated the DOD Single Manager for Conventional Ammunition, effective 1 October 1976.

m. Lieutenant General Eugene J. D'Ambrosio, DCG for Materiel Readiness, retired 31 May 1979 and was succeeded on 4 June 1979 by the newly promoted Lieutenant General Harold F. Hardin, Jr., who had been serving as CG, TARCOM.

n. In certain instances the creation of commands for materiel readiness and for research and development proved to be impractical. Consequently, steps were taken to combine them as follows--

(1) HQ MIRCOM and HQ MIRADCOM were discontinued 1 July 1979.

(2) Concurrently, Headquarters, U.S. Army Missile Command (MICOM), was organized at Redstone Arsenal, AL.

(3) HQ TARADCOM and HQ TARCOM were discontinued on 1 October 1980.

(4) Concurrently, Headquarters, U.S. Army Tank-Automotive Command (TACOM) was organized at Warren, MI.

(5) Effective 1 May 1981, HQ CORADCOM and HQ CERCOM were discontinued.

(6) Concurrently, U.S. Army Communications-Electronics Command (CECOM) was organized at Fort Monmouth, NJ.

(7) DCG for Resource Management was redesignated on 26 March 1980 as DCG for Resources and Management.

o. Lieutenant General Robert J. Baer, DCG for Materiel Development, retired 30 June 1980 and was succeeded on 8 August 1980 by Major General Robert J. Lunn, former Assistant Deputy Chief of Staff for Research, Development, and Acquisition, HQDA. Major General Lunn was promoted on 10 September to lieutenant general.

p. General John R. Guthrie retired on 31 August 1981 and was replaced by Lieutenant General Donald R. Keith, who had been serving as Deputy Chief of Staff for Research, Development, and Acquisition, HQDA, and was promoted to the rank of General on 1 September 1981.

q. A comprehensive 5-year resource self-help affordability planning effort (RESHAPE) was initiated in FY81 in order to maximize output of current authorized strength by increasing productivity.

r. The Secretary of the Army (SA), responsible for the execution of the single managership for conventional ammunition, was delegated to the CG, DARCOM, on 14 August 1981. Lieutenant General Harold H. Hardin, Jr., was designated Executive Director for Conventional Ammunition (EDCA) on 11 September 1981.

s. A major realignment of HQ DARCOM took place effective 15 October 1981 with the objectives of reestablishing technical expertise in HQ DARCOM, improving integration and balance among appropriations, and improving interface with DA staff, MACOM, and MSCs. Its central concept was a matrix management approach to weapons system staff management. Its requirements were the creation of two lead directorates (Development, Engineering, and Acquisition and Supply, Maintenance, and Transportation) with increased staffing.

t. On 27 April 1982, the CG, DARCOM, became the Executive Agent for Test, Measurement, and Diagnostic Equipment (TMDE); Program Manager (PM), TMDE, was established within CECOM.

u. Effective 1 July 1982, DARCOM-Europe was established at Seckenheim, Germany, as the single manager in U.S. Army-Europe (USAREUR) for all DARCOM activities.

v. Effective 6 July 1982, Directorate for Management Information Systems was transferred from the span of control of the Chief of Staff to the DCG for Resources and Management.

w. Effective 1 October 1982, the HQ Service Support Activity (SSA) was reorganized to support HQ DARCOM only, and a Command Adjutant General was established under the Directorate for Personnel, Training, and Force Development.

x. Effective 17 October 1982, the Lima Army Tank Center was discontinued; its mission, functions, and resources were transferred to PM, Abrams Tank System.

y. Effective 1 February 1983, various maintenance companies were activated in Germany, resulting from a reorganization of various calibration and repair centers and DARCOM augmentation.

z. Effective 17 June 1983, PM, Bradley Fighting Vehicles System, and PM, Abrams Tank System, that were reporting to HQ DARCOM were reassigned to TACOM.

aa. On 1 July 1983, a U.S. Army Armament, Munitions, and Chemical Command was created by merging, in place, ARRADCOM and ARRCOM with Headquarters at Rock Island, IL.

ab. On 15 June 1983, the DCG for Research, Development, and Acquisition was designated Executive Director for Chemical and Nuclear Matters (EDCNM). The EDCNM directs and control PM, Nuclear Munitions, Surety Field Safety Activity, and the U.S. Army Toxic and Hazardous Materials Agency.

ac. Effective 26 July 1983, the PM for PATRIOT Air Defense Missile System was reassigned from HQ DARCOM and MICOM.

ad. Effective 1 October 1983, TSARCOM was separated into two provisional commands, U.S. Army Aviation Systems command (AVSCOM) and TROSCOM.

ae. On 4 January 1984, PM, Tank System was superimposed over all tank systems (M1, M1E1, and M60), reporting to CG, TACOM.

af. Effective 1 March 1984, AVRADCOM and TSARCOM were disestablished. AVSCOM and TROSCOM were established. MERADCOM and Natick Laboratory (NLABS) were redesignated U.S. Army Belvoir Research and Development Center (BRDC) and U.S. Army Natick Research and Development Center (NRDC) and assigned to TROSCOM.

ag. On 29 June 1984, General Donald R. Keith retired and was replaced by Lieutenant General Richard H. Thompson, former Deputy Chief of Staff for Logistics, HQDA, with the rank of General.

ah. On 1 August 1984, DARCOM was redesignated U.S. Army Materiel Command (AMC), a designation it carried from 1962 to 1976.

ai. In August 1984, restructuring of HQ AMC redesignated all directorates as Offices, Deputy Chiefs of Staff. Deputy Chief of Staff for International Programs and Deputy Chief of Staff for Chemical and Nuclear Matters were established.

aj. In July 1985, ERADCOM was provisionally redesignated U.S. Army Laboratory Command (LABCOM) to exercise operational control over the Ballistic Research Laboratories (BRL), the Human Engineering Laboratory (HEL), the Army Research Office (ARO), and the Army Materials and Mechanics Research Center (AMMRC). The latter was subsequently redesignated the Materials Technology Laboratory (MTL).

ak. At the same time, operational control of Night Vision and Electro-Optics Laboratory (NVEOL), the Signals Warfare Laboratory (SWL), the Electronics Warfare Laboratory (EWL), the Combat Surveillance and Target Acquisition Laboratories (CSTAL) were removed from ERADCOM and placed under CECOM.

al. On 30 September 1986, LABCOM was permanently established with jurisdiction over Harry Diamond Laboratories (HDL), ARO, BRL, HEL, the Vulnerability Assessment Laboratory (VAL), the Atmospheric Sciences Laboratory (ASL), the Electronics Technology Laboratory (ETL), and MTL.

am. On 13 April 1987, General Richard H. Thompson, AMC commander since 29 June 1984, retired. General Louis C. Wagner, former Deputy Chief of Staff for Research, Development, and Acquisition, HQDA, assumed command of AMC on 14 April 1987.

an. In May 1987, in order to enhance organizational efficiency, a functional realignment of selective HQ AMC organizations occurred as follows--

(1) Deputy Chief of Staff (DCS) for SMT, Readiness, Procurement, and AMC-Europe were to report to DCG for Materiel Readiness.

(2) DCSs for DEA, Production, Technology Planning and Management, Product Assurance and Testing, and Office of Project Management were to report to DCG for Research, Development, and Acquisition.

(3) DCS for Information Management was to report to Deputy for Management and Analysis.

ao. In May 1987, as a result of the July 1986 Packard Commission findings and subsequent decisions by OSD and SA, the Program Executive Officer (PEO) concept was implemented at HQ AMC and most AMC-managed PM programs were transferred to the new PEO structure.

ap. In October 1987, a reorganizational realignment took place by which (among other) the Program Analysis and Evaluation Office was reestablished and a HQ Installation and Support Activity was created to perform housekeeping, HQ personnel, HQ budget, and HQ security functions.

aq. The period from 1987 through the early 1990s was a period of considerable change and turbulence within AMC. This started with the elimination of the research and development mission for major weapon systems, which had been transferred to the Army Secretariat with the establishment of the Program Executive Officer (PEO) system. It was followed by the start of the Defense Management Review in July 1989, which resulted in a wide variety of decisions through the early 1990s which changed AMC operations. The greatest force for change, however, was the changing world political situation which resulted in a Conventional Forces Europe treaty, an Intermediate Range Nuclear Forces treaty, and eventually the collapse and breakup of the Soviet Union. This resulted in reductions in size and a major restructuring of the U.S. Military Forces, including the Army Materiel Command.

ar. On 1 April 1988, the U.S. Logistics Assistance Program Activity (LAPA) was provisionally established. It supervised the AMC Logistics Assistance Program and reported to the AMC DCS for Readiness.

as. As a result of the establishment of the PEO structure in the Army Secretariat to supervise Project Managed programs, 47 Product and Program Managers assigned to AMC MSCs formally discontinued as of 1 May 1988.

at. The position of Chief Scientist was reestablished in May 1988. The position had first been established in 1963 but had been abolished in the 1970s. The position served as an advisor and consultant to the Commanding General on scientific and technical matters and also as a senior-level link and representation to scientific and technological organizations and the scientific, academic, and industrial communities.

au. In December 1988, the first Base Relocation and Closure (BRAC) report was approved. It provided for the closure of many military bases by FY95, including several AMC bases. These included closure of the Alabama Army Ammunition Plant, Coosa Ammunition Plant (partial layaway), Fort Wingate Depot Activity, Lexington-Blue Grass Army Depot (Lexington only), U.S. Army Materiels Technology Laboratory, Jefferson Proving Ground, Umatilla Depot Activity, Manassas Family Housing, Navajo Depot Activity, Aberdeen Proving Ground Nike Site, St. Louis Housing, and Pontiac Storage Activity. Umatilla and Pueblo Depot Activities were to retain their storage and destruction of chemical munitions functions.

av. On 26 September 1989, General Louis C. Wagner, who had served as AMC Commander since 14 April 1987, retired and was replaced by General William G.T. Tuttle, Jr. General Tuttle's previous position had been Deputy Commanding General for Logistics at TRADOC and Commander of the Army Logistics Center and of Fort Lee.

aw. AMC units were involved in support of Operation Just Cause, the U.S. operations in Panama from 20 December 1989 to 31 January 1990, which resulted in the removal and arrest of the Panamanian dictator, General Noriega.

(1) The Logistics Assistance Office Southern Command, located in Corozal, Panama, was active during Operation Just Cause in providing logistical support to troops to ensure that necessary equipment and supplies were available.

(2) Soldiers assigned to AMC's TMDE Support Center-Panama (TSC-Panama) performed duties as perimeter security for the 41st Area Support Group (ASG) Headquarters building during the initial phases of the invasion.

(3) After the completion of Operation Just Cause, USASAC obtained critical communications equipment, uniforms, weapons and vehicles for the newly formed Panamanian Public Forces. Later in the fiscal year, additional communications equipment and support packages for vehicles and weapons were obtained and sent into Panama.

ax. AMC's depot supply mission was transferred to the Defense Logistics Agency (DLA) during the period from June 1990 to March 1992.

(1) Sharpe and New Cumberland Army Depots were transferred to DLA on 24 June 1990 and 14 April 1990, respectively.

(2) The supply missions of Sacramento Army Depot and Red River Army Depot were transferred to DLA on 14 April 1991 and 27 September 1991, respectively.

(3) The supply missions of the Anniston Army Depot, Corpus Christi Army Depot, Letterkenny Army Depot, Tobyhanna Army Depot, and Tooele Army Depot were all transferred to DLA on 16 March 1992.

ay. From August 1990 through the cessation of combat operations on 28 February 1991, AMC supported U.S. combat operations in Saudi Arabia, Kuwait, and Iraq (Operation Desert Storm/Desert Shield) by shipping over 900,000 tons of equipment, supplies, and ammunition; processing over 1 million requisitions; and providing a forward support presence in theater of over 3,000 AMC civilians, military, and contractor personnel. This in-theater support by AMC-SWA provided oversight over all AMC activities in theater, which included the Logistics Assistance Program (managed directly by AMC-SWA); AMC's Test, Measurement, and Diagnostic Equipment units; various contractor special repair activities; and DESCOM's U.S. Army Support Group which provided depot level supply and maintenance support to the theater. AMC support continued after the end of fighting during the massive retrograde operation and beyond to include maintenance and repair of equipment that had served in Southwest Asia.

az. Early in FY91, a series of reductions-in-force (RIF) took place in AMC. Due to the restoration of many spaces that had been projected to be RIFed but were restored due to Operation Desert Storm/Desert Shield, less personnel were actually RIFed than had been anticipated. As a result of the RIF action, a total of 194 people were involuntarily separated, 1,302 were downgraded, and 3,398 were reassigned at the same grade. In addition, 992 employees took voluntary early retirement and the command released 1,457 temporary employees.

ba. On 15 February 1991, the Headquarters Installation Support Activity (HISA) was disestablished.

bb. On 30 January 1992, General William G. T. Tuttle, Jr., who had served as AMC Commander since 27 September 1989, retired and was replaced on 31 January by General Jimmy D. Ross. General Ross' previous position had been as HQDA Deputy Chief of Staff for Logistics. Other prior positions had included Commander of DESCOM and AMC Chief of Staff.

bc. The Simulation, Training and Instrumentation Command (STRICOM) was created on 16 March 1992 by combining the Project Manager, Training Devices (PM TRADE) with the Project Manager, Instrumentation, Targets and Threat Simulators (PM, ITTS).

bd. Effective 1 July 1992, the U.S. Army Research Laboratory was provisionally established from the assets of the U.S. Army Laboratory Command and a number of other smaller organizations.

be. The Aviation and Troop Support Command (ATCOM) was established on 21 July 1992 as a result of a merger of the Aviation Systems command (AVSCOM) with the Troop Support Command (TROSCOM).

bf. AMC established the position of a single Deputy Commanding General as of 14 August 1992, which replaced the previous two Deputy Commanding General positions, one for Materiel Readiness and one for Research, Development and Acquisition.

CHAPTER 18

CHRONOLOGICAL LISTING OF DOCUMENTS THAT PERTAIN TO THE ORGANIZATION, MISSION, OR FUNCTIONS OF THE COMMAND

1. DA General Order 23, 4 May 1962, activated the Army Materiel Development and Logistics Command (MDLC) under its new name, U.S. Army Materiel Command, effective 8 May 1962.
2. Letter, Deputy Project Director, DARPO, to Chairman, AMCPG, 14 May 1962, subject: Preliminary Implementation Plan, AMC, directed the CG, AMC, to assume financial management responsibility on 1 July 1962 in view of the confusion this would result if funding for the command was not initiated at the beginning of the fiscal year.
3. AMC General Order 4, 23 May 1962, subject: Establishment of Major Subordinate Commands and organizations, activated five commodity commands (U.S. Army Weapons, U.S. Army Munitions, U.S. Army Missile, U.S. Army Mobility, and U.S. Army Electronics Commands) and two functional commands (U.S. Army Test and Evaluation and U.S. Army Supply and Maintenance Commands) as MSCs of AMC, effective 2 May 1962.
4. AMC Planning Directive No. 22, 20 June 1962, subject: Activation Plans for AMC Commands, directed commanding generals of the subordinate commands to prepare activation plans by 25 July, and provided guidance to ensure adoption of standard organizational, functional, and procedural concepts within the command.
5. The Adjutant General (TAG) letter, AGAM-P(M) 320 (12 June 1962) DARPO, 13 June 1962, subject: Implementation of Army Reorganization, directed AMC to assume its new wholesale materiel functions and responsibilities (become operational) on 1 August 1962.
6. AMC Activation Plan, July 1962. In a major delegation of authority, General Besson assigned to Lieutenant General Schomburg, CG of the U.S. Army Supply and Maintenance Command, certain Army wide (AMC staff) functions in the areas of supply and maintenance to avoid duplication within the two Washington-based staffs.
7. AMC Circular (AMC-C) 3, 18 July 1962, subject: AMC Plan for Assumption of Command on 1 August 1962, provided AMC's plan for preserving continuity in Army wholesale logistics operations while taking over "in place" the wholesale materiel missions and functions of six technical services.
8. AMC General Order 5, 26 July 1962, subject: Assignment of Installations and Activities to AMC Commands, identified the installations, commands, and activities inherited from technical services and assigned them either to HQ AMC or to one of the MSCs.
9. AMC Regulation (AMC-R) 11-4, 17 October 1962, subject: Army Programs, U.S. Army Materiel Command Program System, the first regulatory expression of

AMC programming policy was revised in a letter from the Comptroller and Director of Programs to the Director of Research and Development, et al., 16 February 1963, subject: Programming Relationships. This letter provided interim guidance.

10. AMC-R 11-16, subject: AMC Concepts and Policies for Project Management, was originally issued in three volumes: Volumes I and II in August 1963, and Volume III in November 1963. For background, see the Hoelscher Report, Volume I, page IV-10, October 1961; the MDLC Preliminary Implementation Plan, 27 April 1962, page A-20; AMC Planning Directive No. 24, 12 June 1962, subject: AMC Concept of Project Management; and AMC Planning Directive No. 32, 27 June 1962, subject: Interim Project Management Procedures.

11. Army Regulation (AR) 10-11, 31 December 1963, subject: Organization and Functions, U.S. Army Materiel Command, set forth the mission and principal functions of the CG, AMC, and prescribed the mission of AMC MSCs. This regulation was revised on 22 March 1965 and on 27 June 1968.

12. AMC General Order 10, 13 February 1964, appointed a DCG AMC for western operations, located on the west coast, to represent AMC in its dealings with industry and defense agencies located in the far west.

13. Report, DOD Project 60 Report on Contract Management, June 1963 (4 vol), which led the Assistant Secretary of Defense, on 4 June 1964, to direct the Defense Supply Agency (DSA) to assume Defense-wide responsibility for contract administration. A phaseout of AMC's 11 procurement districts began with a discontinuance of the Philadelphia Procurement District on 1 November 1964 and was essentially completed during Fiscal Year 1966. This involved the transfer of contract execution functions (and personnel) to Defense Contract Administration Service Regions (DCAR).

14. AMC-C 10-15, 8 May 1964, subject: Directorate of Quality Assurance, established this new directorate within HQ AMC under Brigadier General John M. Cone, effective 1 May 1964.

15. AMC-C 10-19, 4 March 1965, established the Combat Surveillance Office as an element of the supporting staff of the Commanding General, AMC, to coordinate information on combat surveillance and target acquisition.

16. Memorandum , CG , AMC , to Chief of Staff, Army, 20 April 1965, subject: A Concept for Laboratory Management, with enclosure, "Concept for Laboratory Management," was approved by the Assistant Secretary of the Army Research and Development (R&D) on 4 June 1965, thus culminating a series of studies on management of Army laboratories going back to the Hoelscher Report. It provided for the appointment of a Director of Laboratories, who would also be designated Deputy to the CG, AMC, for laboratory operations, and who would have broad responsibilities for management of AMC's central laboratories. Dr. Jay Tol Thomas was appointed to this new post in January 1966.

17. AMC General Order 49, 11 August 1965, established U.S. Army Procurement Detachments at Cincinnati and Chicago, effective 1 October 1965. By 1 December 1965, three more U.S. Army Procurement Detachments had been established at New York, Oakland, and Los Angeles by AMC General Orders 52, 58, and 65, respectively.

18. Letter from General F. S. Besson, Jr., the CG, AMC, to the Chief of Staff, Army (through Deputy Chief of Staff for Logistics (DCSLOG)), 24 March 1965, subject: Proposed Realignment of Army Materiel Command (AMC) - Supply Maintenance Command (SMC) Headquarters, in which General Besson proposed the immediate collocation and eventual merger of HQ AMC-SMC, a plan which was formally approved by letter from Assistant DCSLOG to the Commanding General, AMC, 30 March 1965, same subject.

19. USAMC Historical Summary for Fiscal Year 1965, 1 December 1965, describing how collocation of HQ AMC-SMC was accomplished during the period 21 April to 5 May 1965.

20. AMC General Order 30, 13 May 1965, designated Lieutenant General Jean E. Engler as DCG of AMC for Support, in addition to his duties as CG, Supply and Maintenance Command.

21. AMC-C 10-21, 19 May 1965, subject: Organization and Functions, Operational Readiness Office (OPRED) (Provisional), established the OPRED as a new element of the AMC command group with responsibility for monitoring AMC actions in support of the buildup. This circular was revised on 30 July 1965.

22. A draft AMC Manual, 2 July 1965, subject: Mission, Organization, and Functions, presented mission and functions statements for HQ AMC-SMC pending formal merger of these commands.

23. AMC Special Order 117, 12 October 1965, appointed Brigadier General John M. Finn as Chief of the AMC Mutual Security Office. This office was subsequently redesignated as the Directorate for International Logistics. In addition, the International Logistics Center was established at New Cumberland, PA, as a Class II activity under the operating control of the Director of International Logistics.

24. AMC-R 10-2, 1 July 1966, defined the Organization, Mission, and Function of HQ AMC elements upon merger with HQ SMC, effective 1 July 1966.

25. TAG letter, AGAM-P(M) (20 June 1967) LOG/5N, 28 June 1967, subject: Central Control of Depot Maintenance, in which DA approved the concept of making AMC responsible for programming depot maintenance on a worldwide basis.

26. Disposition Form (DF) from the Chief of Staff, AMC, to all directors and separate offices, HQ AMC, 22 December 1967, subject: Reorganization of HQ AMC, announced plans to merge the Directorates of Supply and Major Items into a new Directorate of Materiel Requirements.

27. Memorandum, General F. S. Besson, Jr., to all HQ AMC personnel, 17 June 1968, subject: Reorganization of AMC Headquarters, announced that effective 1 July 1968 the Directorate of Supply was discontinued and the Directorates of Materiel Requirements and of Distribution and Transportation were formed, together with a new Logistics Data Management Office.

28. AMC General Order 37, 10 March 1969, by which General Ferdinand J. Chesarek assumed command of AMC, vice General F.S. Besson, Jr.

29. Presentation, General Chesarek, the CG, AMC, to General William C. Westmoreland, Chief of Staff for the Army, 2 May 1969, subject: Realignment of Organizational Structure, HQ AMC.

30. DF, Major General Robert C. Forbes, Acting Chief of Staff, AMC, to directorates/staff offices, 16 May 1969, subject: Realignment of HQ AMC, outlining the first phase of the above reorganization, to be effective 2 June 1969, and establishing the new positions of DCG for Materiel Acquisition and DCG for Logistics Support.

31. DF for Major General Robert C. Forbes, Acting Chief of Staff, AMC, to CG for Materiel Acquisition, et. al., 13 June 1969, subject: Realignment of HQ AMC, provided guidance for completing the third phase of the 1969 reorganization of HQ AMC.

32. AMC General Order 184, 8 October 1969, discontinued the offices of seven PMs: Mortar Ammunition, Multi-fuel Engines, General Purpose Vehicles, FLAT-TOP, Mohawk, Chinook, and Iroquois.

33. Letter, Chief of Staff, Army, to the Commanding General, AMC, 14 October 1969, subject: Proposal for Improvement of the Army Materiel Command Organization, approved an AMC proposal for disestablishing four more project managerships (Aircraft Weaponization, Selected Tactical Radios, Artillery Ammunition, and Selected Turbine Aircraft Engines) in line with the concept previously set forward.

34. AMC General Order 21, 22 January 1970; 298, 7 December 1970; and 35, 11 February 1971, reorganized the U.S. ECOM's atmospheric sciences activities under an Atmospheric Sciences Laboratory, ECOM, White Sands Missile Range, NM, with an authorized strength of 778.

35. AMC General Order 29, 3 February 1970, reorganized the HQ, AVSCOM, under a three-deputies concept, with DCGs for Acquisition; Logistics; and Research, Engineering, and Data.

36. AMC General Order 80, 9 April 1970, reorganized HQ AMC with an authorized strength of 3075; AMC General Order 102, 14 May 1970, reorganized HQ AMC, with an authorized strength of 2803.

37. AMC General Order 273, General Henry A. Miley, Jr., assumed command of the AMC, effective 1 November 1970.

38. AMC Special Order 213, 23 November 1970, assigned Lieutenant General W. W. Vaughan as DCG, AMC, effective 10 November 1970.

39. A revision of this regulation AMC-R 10-2, 20 November 1970, reflected the reorganization of HQ AMC, under a multideputy concept, i.e., a DCG for Logistics Support and a Deputy for Laboratories.

40. U.S. Army SAFEGUARD Logistics Command, Huntsville, AL, was discontinued effective 15 January 1973, according to AMC General Order 3, 4 January 1973.

41. AMC General Order 52, 26 March 1973, redesignated U.S. MECOM as TROSCOM, effective 1 April 1973.

42. AMC General Order 66, 17 April 1973, reassigned the U.S. Army Natick Laboratories to CG, TROSCOM, effective 17 April 1973.

43. AMC General Orders 112 and 113, 17 May 1973, established HQ, ARMCOM, effective 1 July 1973. The U.S. Army Munitions Command, the U.S. Army Weapons Command, and the U.S. Army Small Arms Systems Agency were merged under the new command.

44. Report of the AMARC was issued 1 April 1974.

45. General Order 98, 17 May 1974, ARO, Durham, NC, was relieved from HQDA and assigned to the CG, AMC.

46. AMC General Order 72, 23 April 1974, discontinued the U.S. Army Land Warfare Laboratory, effective 30 June 1974, and transferred its residual functions to U.S. Army Materiel Systems Analysis Agency.

47. AMC General Order 19, Lieutenant General Woodrow W. Vaughan assumed interim command of AMC, effective 8 February 1975, vice General Henry A. Miley, Jr.

48. AMC General Order 22, General John R. Deane, Jr., assumed command of AMC, effective 12 February 1975.

49. AMC General Order 34, 7 March 1975, the U.S. MERADCOM, Fort Belvoir, VA, and the U.S. Army Natick Laboratories, Natick, MA, were relieved from TROSCOM Troop Support Command and assigned to the CG, AMC. Effective 23 January 1976, these centers were redesignated U.S. MERADCOM and NARADCOM, per DARCOM General Order 12, 26 January 1976.

50. Study to Align AMC's Functions, Report, HQ AMC, Study Group (MG Leslie R. Sears, Jr., Chairman), 5 August 1975, provided the basis for a "corporate type" HQ AMC organization.

51. AMC General Order 171, 23 October 1975, merged the Directorate for International Logistics, AMC, and the International Logistics Center, New Cumberland, PA, into the U.S. Army International Logistics Command, effective 1 November 1975.

52. Letter, Chief of Staff, to Commander, ARMCOM, 9 December 1975, subject: Implementation Plan for the Establishment of the Armament Development Center and Armament Logistics Command. This initiated the division of the AMC's commodity commands into separate development and readiness commands; it also provided guidance based on DOD Directive 5160.65, 26 November 1975, for the establishment at ARMCOM of a DOD Single Managership for Conventional Ammunition.

53. DA General Order 1, 26 January 1976, redesignated AMC as DARCOM, effective 23 January 1976.

54. TACOM was divided into separate readiness and development commands, effective 1 July 1976, and designated, per DARCOM General Orders 91, 8 June 1976, as TARCOM and TARADCOM, with both remaining in Warren, MI.

55. DARCOM Permanent Order 13-2, 17 August 1976, implemented of the "corporate-type" headquarters, effective 1 July 1976, a change that reduced the Headquarters strength by 30 percent, from 2,128 employees to 191 military and 1,294 civilian personnel.

56. DARCOM Permanent Order 17-2, 30 August 1976, the U.S. Army Major Item Data Agency at Chambersburg, PA, was redesignated the U.S. Army Depot System Command (DESCOM) on 1 September 1976 to provide a focal point for command and control of Army depots.

57. DA General Order 18, 30 Sept 1976, U.S. Army Maintenance Plants at Mainz and OberRamstadt, Germany, were assigned to DARCOM.

58. Letter, Director of Combat Support Systems, Deputy Chief of Staff for Research, Development, and Acquisition (DCSRDA) to Commander, DARCOM, 30 September 1976, subject: Single Manager for Conventional Ammunition, approved the ARMCOM plan for assuming this major new responsibility. By endorsement to this letter, the Chief of Staff, DARCOM, assigned this single managership to the Commander, ARMCOM, effective 1 October 1976, but allowed 1 year for planning and transition.

59. DARCOM Permanent Order 25-1, 30 September 1976, ARMCOM was divided into the ARRCOM, located at Rock Island, IL, and the ARRADCOM, Dover, NJ, effective 31 January 1977.

60. DARCOM Permanent Order 4-1, 19 January 1977, MICOM was divided into MIRCOM and MIRADCOM, both located at Redstone Arsenal, AL.

61. With the retirement of General Deane on 31 January 1977, Lieutenant General George Sammet, Jr., the DCG for Materiel Development, assumed interim command of DARCOM by letter, General Sammet to HQDA, ATTN: DACS-GO, 1 February 1977, subject: Assumption of Command.

62. General John R. Guthrie, who had served as AMC's DCS for Materiel Acquisition in the early 1970s and more recently as CG of IX Corps, U.S. Army, Japan, assumed command of DARCOM on 18 May 1977.

63. AVSCOM and TROSCOM were combined at St. Louis, MO, into TSARCOM. AVRADCOM was also established in St. Louis on the same date by the same permanent order.

64. DARCOM Permanent Order 85-1, 1 November 1977, the U.S. Army International Logistics Command was redesignated the USASAC.

65. ECOM was divided into three commands: CERCOM and CORADCOM, both at Fort Monmouth, NJ, and ERADCOM at Adelphi, MD. ERADCOM was established on 1 April 1977 on a provisional basis by DARCOM Permanent Order 25-1, 30 March 1977, and CORADCOM was established on 1 June 1977, also on a provisional basis, by DARCOM Permanent Order 49-2, 14 June 1977. All three commands were activated 1 January 1978 per DARCOM Permanent Order 102-1, 27 December 1977. This completed the AMARC reorganization and left DARCOM with eight development commands (ARRADCOM, AVRADCOM, CORADCOM, ERADCOM, MERADCOM, MIRADCOM, NARADCOM, and TARADCOM); five readiness commands (ARRCOM, CERCOM, MIRCOM, TARCOC, and TSARCOM); and two functional commands (TECOM and DESCOM), as well as the Security Assistance Center.

66. On 1 July 1979, MIRCOM and MIRADCOM were discontinued and HQ MICOM was organized by the following: DARCOM Permanent Order 59-4, 30 July 1979; and letter, HQ DARCOM, DRCDRM, 26 April 1979, subject: Establishment of MICOM.

67. DARCOM message 141710Z, May 1979, subject: General Hardin to become DARCOM DCG for Materiel; DA message 301010Z, May 1979.

68. DARCOM message 261330Z, March 1980, subject: Title of DARCOM Deputy Commanding General; and DF, DRCGS, from Chief of Staff, subject: Title of DARCOM Deputy Commanding General, dated 26 March 1980, redesignated DCG for Resource Management to DCG for Resources and Management.

69. DA message 042159Z, August 1980; DF, DRCMD, from DRCGS, dated 8 August 1980, appointed MG Robert J. Lunn as the DCG for Materiel Development.

70. TARADCOM and TARCOC were discontinued, and TACOM was organized 1 October 1980 by the following: DARCOM Permanent Order 73-1, 29 September 1980, and 1st Endorsement, DAMD-FDP, HQDA, 29 September 1980, subject: Request for Parent Unit Identification Codes (UICs) and cancellation of UICs to letter, DRXMM-TM, 5 September 1980, same subject.

71. DARCOM Permanent Order 23-1, 14 April 1981, and 1st Endorsement DAMO, HQDA, dated 6 February 1981, to letter DRXMM-TMS, HQ DARCOM, 9 January 1981, subject: Request for Print Unit Identification Code (UIC) and Cancellation of UICs, discontinued CORADCOM and CERCOM, and organized HQ CECOM.

72. The retirement of General John R. Guthrie and the appointment of his successor, Lieutenant General Donald R. Keith, was announced by DARCOM, Office, Chief of Public Affairs, 7 July 1981.

73. DOD Directive 5160.65, 17 November 1981, assigned the Single Manager for Conventional Ammunition (SMCA) mission to the SA. SA Charter, 14 August 1981, delegated execution of SMCA operations to CG, DARCOM. DARCOM Permanent Order 62-1, 22 September 1981, established the Executive Director for Conventional Ammunition, effective 1 October 1981. Letter, DRXMM-MR, 18 September 1981, appointed the DCG for Materiel Readiness as the Executive Director, effective 11 September 1981.

74. Letter, DRCPA, subject: Realignment of HQ DARCOM, 8 October 1981, announced a new organizational structure for HQ DARCOM, effective 15 October 1981.

75. DARCOM Permanent Order 5-2, 25 January 1982, redesignated the PM, Fighting Vehicle Systems, as PM, Bradley Fighting Vehicles, reporting to CG, DARCOM, effective 20 October 1981.

76. SA Charter, U.S. Army Executive Agent for TMDE, 27 April 1982, delegated execution of TMDE operations to CG, DARCOM. Permanent Order 48-1, 9 July 1982, designated CG, DARCOM, Executive Agent for TMDE, effective 27 April 1982. Letter, DRCDMR, 4 May 1982, designated the DCG for Materiel Readiness as Executive Director for TMDE. DARCOM Permanent Order 66-1, 20 August 1982, established PM, TMDE, within ECOM, Fort Monmouth, NJ, effective 27 April 1982.

77. DARCOM Permanent Order 87-1, 21 December 1981, established DARCOM-EUROPE, effective 1 July 1982, at Seckenheim, Germany. Message, DRCSM-PP, 241250Z, June 1982, announced its activation.

78. DARCOM Permanent Order 5-1, 24 January 1983, activated several maintenance companies resulting from the discontinuance of TMDE Support Activity Europe, effective 1 February 1983.

79. DARCOM Permanent Order 43-1, 3 June 1983, established the U.S. Army Armament, Munitions, and Chemical Command (AMCCOM), effective 1 July 1983, at Rock Island, IL. Also established by the same order was the U.S. Army Chemical Research and Development Center, Aberdeen Proving Ground, MD, and the U.S. Army Armament Research and Development Center, Dover, NJ on the same effective date.

80. DARCOM Permanent Order 48-1, 20 June 1983, reassigned PM, Bradley Fighting Vehicles, and PM, M1 Tank, from HQ DARCOM to HQ TACOM, effective 17 June 1983.

81. DARCOM Permanent Order 49-2, 20 June 1983, reassigned PM, PATRIOT Air Defense Missile System, from HQ DARCOM to HQ MICOM, effective 26 July 1983.

82. DARCOM Permanent Order 50-1, 29 June 1983, designated DCG for Research, Development, and Acquisition as the Executive Director for Chemical and Nuclear Matters (EDCNM), effective 15 June 1983.

83. DARCOM Permanent Order 70-1, 14 September 1983, separated TSARCOM into two provisional commands, AVSCOM and TROSCOM, effective 1 October 1983.

84. DARCOM Permanent Order 79-1, 11 October 1983, reassigned PM, Saudi Arabian National Guard Modernization Program, from HQ DARCOM to HQ USASAC.

85. DARCOM Permanent Order 96-1, 30 December 1983, disestablished HQ ARRADCOM, the U.S. Army Chemical Systems Laboratory, and HQ ARRCOM, effective 1 December 1983.

86. DARCOM message, 092030Z, January 1984, provisionally established the Office of the Program Manager, Tank Systems, effective 4 January 1984, reporting to CG, TACOM.

87. Effective 1 March 1984, DARCOM Permanent Order 11-1, 24 February 1984, and DARCOM Permanent Order 21-2, 13 April 1984, reporting to CG, TACOM--

a. Disestablished AVRADCOM and TSARCOM.

b. Established AVSCOM and TROSCOM.

c. Redesignated U.S. Army Mobility Equipment Research and Development Center and reassigned it to TROSCOM.

d. Redesignated U.S. Army Natick Research and Development Laboratories (NLABS) as U.S. Army Natick Research and Development Center (NRDC) and reassigned it to TROSCOM.

88. Letter, DRDRA, 5 July 1984, established the HQ DARCOM, Office of Acquisition Management, effective 2 July 1984, in order to access acquisition management and contractor performance DARCOM-wide.

89. DA General Order 28, 15 August 1984, redesignated DARCOM as AMC, effective 1 August 1984.

90. Effective 1 October 1984, AMC Permanent Order 6-1, 31 January 1985--

a. Redesignated the PM, DIVAD, as PM, SGT YORK.

b. Redesignated the U.S. Army Munitions Base Modernization Agency (MPBMA) as U.S. Army Production Base Modernization Activity (PBMA).

91. Effective 30 October 1984, AMC Permanent Order 20-1, 5 April 1985, the Office of Product Manager for Amphibians and Watercraft was organized and assigned to TROSCOM.

92. Effective 15 January 1985, Permanent Order 12-1, 28 February 1985, organized the USAMC Intelligence Materiel Agency under the DCS for Intelligence.

93. Effective 28 February 1985, Permanent Order 22-1, 30 May 1986, disestablished the Project Manager for Heavy Equipment Transporter (HET).

94. Effective 1 March 1985, Permanent Order 18-1, 22 March 1985, established PM for Light Helicopter Family.

95. Effective 25 March 1985, Permanent Order 39-2, 17 June 1985, established the Office of Program Manager, Tank Systems.

96. Effective 1 July 1985, Permanent Order 51-1, 19 July 1985, ERADCOM was provisionally redesignated as U.S. Army Laboratory Command (LABCOM). Operational control of the following was removed from HQ AMC and placed under LABCOM: BRL, HEL, AMMRC.

97. Effective 1 July 1985, Permanent Order 51-1, 19 July 1985, operational control of the following organizations were removed from ERADCOM and placed under operational control of CECOM:

- a. U.S. Army Night Vision and Electro-Optics Laboratory (NVEOL).
- b. U.S. Army Electronics Warfare Laboratory (EWL).
- c. U.S. Army Signals Warfare Laboratory (SWL).
- d. U.S. Army Surveillance and Target Acquisition Laboratories (CSTAL).
- e. U.S. Army Flight Test Activity, ERADCOM.
- f. U.S. Army Tactical Software Support Center, ERADCOM.
- g. U.S. Army, Office of the Product Manager for Modular Integrated Communication System.

98. Effective 18 July 1985, Permanent Order 2-2, 9 January 1986, the Office of U.S. Army Project Manager for Army Tactical Communications Systems was redesignated as the U.S. Army Project Manager for Mobile Subscriber Equipment.

99. Effective 21 August 1985, the U.S. Army Office of PM, Advanced Scout Helicopter, was redesignated as the office of the PM, Army Improvement Program (AMIP).

100. Effective 1 October 1985, the U.S. Army Vulnerability Assessment Laboratory (VAL) was organized and assigned to LABCOM.

101. Effective 1 October 1985, U.S. Army CECOM Electronics Warfare Reconnaissance Surveillance and Target Acquisition Center was organized (provisional).

102. Effective 1 October 1985, U.S. Army CECOM Life Cycle Software Engineering Center was organized (provisional).

103. Effective 1 October 1985, U.S. Army CECOM Communications/Automated Data Processing Center was organized (provisional).

104. Effective 1 October 1985, Permanent Order 83-1, 12 December 1985, organized the PM for Rocky Mountain Arsenal (RMA) Contamination Cleanup and assigned to U.S. Army Toxic and Hazardous Materials Agency.

105. Effective 1 October 1985, the following units were redesignated by Permanent Order 85-1, 12 December 1985:

FROM	TO
U.S. Army Night Vision and and Electro-Optics Laboratory (NVEOL)	U.S. Army CECOM Night Vision Electro-Optics (NVEOC)
U.S. Army ERADCOM Flight Test Activity	U.S. Army Flight Support Activity (FSA)
U.S. Army Signals Warfare Laboratory (SWL)	U.S. Army CECOM Signals Warfare Center (SWC)
U.S. Army Materials and Mechanics Research Center	U.S. Army Materiels Technology Laboratory (MTL)
U.S. Army Countermeasures/ Counter-Countermeasures (CM/CCM) Center	U.S. Army Survivability Management Office (SMO)

106. Effective 1 October 1985, Permanent Order 85-3, 12 December 1985, redesignated the U.S. Army Field Office, HQ U.S. Air Force Systems Command.

107. Effective 1 October 1985, Permanent Order 43-19, 29 September 1986, established the U.S. Army Office of the Program Manager, Tactical Vehicles (TV).

108. Effective 1 October 1985, Permanent Order 8-1, 5 February 1986, disestablished the Joint Military Packaging Training Center (JMPTC). Functions and resources were transferred to U.S. Army Logistics Management Center (ALMC).

109. Effective 1 October 1985, Permanent Order 6-1, 21 January 1986, established the DESCOM Support Activity Far East (D-SAFE).

110. Effective 29 October 1985, Permanent Order 8-7, 13 February 1986, redesignated U.S. Army Plant Representative Office, Hughes Helicopter, as U.S. Army Plant Representative Office, McDonald-Douglas Helicopter Company.

111. Effective 1 November 1985, Permanent Order 81-3, 2 December 1985, established the following units (Provisional):

- a. U.S. Army Logistics Assistance Office (LAO), CONUS.
- b. U.S. Army Logistics Assistance Office (LAO), Europe.
- c. U.S. Army Logistics Assistance Office (LAO), Far East.
- d. U.S. Army Logistics Assistance Office (LAO), Pacific.

112. Effective 1 January 1986, Permanent Order 15-1, 11 April 1986, redesignated HQ USASAC as U.S. Army Security Affairs Command (USASAC).

113. Effective 1 January 1986, Permanent Order 10-1, 3 March 1986, established the PM for Mines, Countermine, and Demolitions (MCD).

114. Effective 1 January 1986, Permanent Order 10-1, 3 March 1986, established the PM for Ammunition Logistics (AMMOLOG).

115. Effective 31 March 1986, Permanent Order 27-1, 1 July 1986, disestablished the U.S. Army Office of the PM for U.S. Army ROLAND.

116. Effective 1 May 1986, Permanent Order 18-1, 8 May 1986, established the PM, Chemical Munitions (PMCM) (provisional).

117. Effective 30 September 1986, Permanent Order 35-1, 26 August 1986, established LABCOM with operational control of the following laboratories: VAL, HDL, ARO, ASL, Electronics Technology Laboratory (ETDL), Materials Technology Laboratory (MTL), Ballistic Research Laboratory (BRL), Human Engineering Laboratory (HEL).

118. Effective 30 September 1986, Permanent Order 35-1, 26 August 1986, disestablished the ERADCOM.

119. Effective 30 September 1986, Permanent Order 35-1, 26 August 1986, established the CECOM Electronics Warfare Reconnaissance Surveillance and Target Acquisition (EWRSTA) Center. The same Permanent Order disestablished the U.S. Army Combat Surveillance Target Acquisition Laboratory (CSTAL) and the U.S. Army Electronics Warfare Laboratory (EWL).

120. Effective 1 October 1986, Permanent Order 39-1, 4 September 1986, redesignated the following organizations:

<u>FROM</u>	<u>TO</u>
U.S. Army Belvoir Research and Development Center (BRDC)	U.S. Army Belvoir Research, Development, and Engineering Center (BRDEC)

U.S. Army Natick Research
and Development Center
(NRDC)

U.S. Army Natick Research,
Development, and Engineering
Center (NRDEC)

U.S. Army Armament Research
and Development Center
(ARDC)

U.S. Army Armament Research,
Development, and Engineering
Center (ARDEC)

U.S. Army Chemical Research
and Development Center
(CRDC)

U.S. Army Chemical Research,
Development, and Engineering
Center (CRDEC)

121. Effective 1 October 1986, Permanent Order 4-7, 2 February 1987, redesignated to U.S. AMC Product Assurance and Test Field Activity as the DESCOM Quality Systems and Engineering Center.

122. Effective 1 October 1986, Permanent Orders 29-9, 10 June 1987, established the U.S. Army Materiel Command Logistics Programs Support Activity. Unit assigned to U.S. Army Depot System Command.

123. Effective 1 October 1986 Permanent Orders 4-8, 2 February 1987, discontinued the U.S. Army Field Services Activity (FSA). Unit assigned to the U.S. Army Troop Support Command.

124. Effective 2 October 1986, Permanent Orders 39-1, 13 July 1987, reorganized and redesignated the Logistic Assistant Offices. New designation is the U.S. Army Logistic Assistant Office, Continental United States (LAO CONUS). LAO CONUS incorporated the LAO TRADOC, the LAO FORSCOM, the LAO ISC. LAO TRADOC, LAO ISC, and the LAO NGB was discontinued. The U.S. Army Logistics Assistance Office, Korea was redesignated as the U.S. Army Logistic Assistance Office, Far East.

125. Effective 1 November 1986, Permanent Orders 29-9, 10 June 1987, redesignated the U.S. Army Science and Technology Center - Far East Office to the U.S. Army Science and Technology Center.

126. Effective 1 November 1986, Permanent Orders 29-9, 10 June 1987, redesignated the U.S. Army Scientific and Technical Information Team - Europe to the U.S. Army Science and Technology Center - Europe.

127. Effective 13 January 1987, Permanent Order 29-9, 10 June 1987, disestablished the PM, SGT York.

128. Effective 1 April 1987, Permanent Order 21-1, 5 May 1987, established the PM, Integrator for Automation Initiatives in Acquisition (PM, IFAIA).

129. Effective 1 April 1987, Permanent Order 15-1, 7 April 1987, discontinued the Joint Tactical Fusion Program (JTFFP).

130. Effective 1 April 1987, General Orders 18, 1 April 1987, transferred the Television-Audio Support Activity from CECOM/AMC to the U.S. Army

Information Systems Command. Effective 1 April 1987, Permanent Order 29-9, 10 June 1987, discontinued the U.S. Army Field Service Activity.

131. Effective 1 May 1987, as a result of the SA Memorandum of 30 January 1987 and Under Secretary of the Army Memorandum of 29 April 1987, subject: Implementation of the Program Executive Officer (PEO) Concept, all but 14 AMC PMs were transferred to HQDA. This realignment was part of a larger DA reorganization resulting from the Packard Commission Report of July 1986.

132. Effective 5 May 1987, Permanent Orders 29-9, 10 June 1987, redesignated the U.S. Army CECOM Flight Support Activity (FSA) to the U.S. Army CECOM Airborne Electronic Research Activity (AERA).

133. Effective 5 May 1987, Permanent Orders 29-9, 10 June 1987, redesignated the U.S. Army Headquarters and Installation Support Activity (HISA)/CECOM as the U.S. Army Fort Monmouth Support Activity.

134. Effective 18 May 1987, by CG Memorandum of 14 May 1987, subject: Functional Alignment, selective HQ AMC organizations were realigned as follows:

a. Reporting to DCG Materiel Readiness--

- (1) DCS for Supply, Maintenance, and Transportation.
- (2) DCS for Readiness.
- (3) DCS for Procurement.
- (4) Cdr, AMC-Europe.

b. Reporting to DCG for Research Development and Acquisition--

- (1) DCS for Development, Engineering, and Acquisition.
- (2) DCS for Production.
- (3) DCS for Technology Planning and Management.
- (4) DCS for Product Assurance and Testing.
- (5) Chief, Office of Project Management.

c. Reporting to Deputy for Management and Analysis is the DCS for Information Management.

135. Effective 1 June 1987, Permanent Order 60-1, 30 September 1987, established the U.S. Army Technical Center for Explosives Safety.

136. Effective 1 July 1987, Permanent Orders 35-2 and 76-2, 1 July and 30 November 1987, respectively, established the U.S. Army Program Executive Officer, Ammunition (provisional).

137. Effective 21 August 1987, Permanent Order 56-6, 16 September 1987, redesignated ALMC as the U.S. Army Logistics Management College.

138. Effective 21 August 1987, Permanent Order 57-1, 18 September 1987, redesignated the U.S. Army Management Engineering Training Activity (AMETA) as the U.S. Army Management Engineering College.

139. Effective 21 August 1987, Permanent Orders 56-6, 16 September 1987, redesignated the U.S. Army Logistics Management Center (ALMC) as the U.S. Army Logistics Management College.

140. Effective 21 August 1987, Permanent Orders 57-1, 18 September 1987, redesignated the U.S. Army Management Engineering Training Activity (AMETA) as the U.S. Army Management Engineering College.

141. Effective 28 August 1987, Permanent Orders 84-2, 16 December 1987, organized on a provisional basis, the U.S. Army Electronic Proving Ground. Unit assigned to TECOM.

142. Effective 1 September 1987, Permanent Orders 29-9, 10 June 1987, redesignated the U.S. Army Aberdeen Proving Ground Installation Support Activity as the U.S. Army Aberdeen Proving Ground Support Activity. Unit assigned to the U.S. Army Test and Evaluation Command.

143. Effective 1 September 1987, Permanent Orders 29-9, 10 June 1987, redesignated the 523d Military Police Company (Service) as the 523d Military Police Company (Combat Support). Unit assigned to the U.S. Army Test and Evaluation Command.

144. Effective 1 October 1987, Permanent Orders 85-2, 17 December 1987 redesignated the U.S. Army Office of the Project Manager VIPER as the U.S. Army Office of the Project Manager Advanced Anti-Tank Weapon System (AAWS).

145. Effective 1 October 1987, General Orders 50, 15 September 1987. Vint Hill Farms Station, an active installation, was transferred from HQ U.S. Army Intelligence and Security Command (INSCOM) to HQ Army Materiel Command (AMC). Permanent Orders 65-1, 16 October 1987, reassigned the U.S. Army Garrison, Vint Hill Farms Station to HQ CECOM.

146. Effective 1 October 1987, Permanent Orders 79-1, 4 December 1987, redesignated the U.S. Army Office of the Program Manager, Integrator for Automation Initiatives in Acquisition (PM IFAIA).

147. Effective 1 October 1987, by CG, AMC, decision, the following realignment of HQ AMC was implemented:

- a. Reestablishment of Program Analysis Evaluation Office.

b. Transfer of the Historical Office from DCS Readiness to Office of Public Affairs.

c. Creation of separate office for International Research and Development (R&D) Programs.

d. Transfer of Productivity Management Division from DCS Resource Management to Office of Management and Analysis.

e. Transfer of strategic long-range planning functions from DCS Readiness to Office of Management and Analysis.

f. Designation of DCS for Chemical and Nuclear Matters as Deputy Executive Director for Chemical-Nuclear Matters, aligned under the DCG, Materiel Readiness.

g. Establishment of a HQ Installation and Support Activity (HISA) and the position of HQ, Commandant, to include the functions of civilian personnel office, travel, security, military personnel, HQ budget, HQ equal employment opportunity (EEO), HQ safety office, executive dining room, and engineering.

148. Effective 1 October 1987, Permanent Order 85-2, 17 December 1987, redesignated the U.S. Army PM, VIPER, as the U.S. Army PM, Advanced Anti-Tank Weapon System (AAWS).

149. Effective 1 October 1987, Permanent Orders 6-1, 29 January 1988 reassigned the U.S. Army Research, Development and Standardization Group (RDSG), Australia, the U.S. Army RDSG Canada, the U.S. Army RDSG United Kingdom, the U.S. Army RDSG Germany from the U.S. Army Security Affairs Command (USASAC) to U.S. Army Materiel Command.

150. Effective 18 November 1987, Permanent Orders 4-1, 22 January 1988, redesignated the U. S. Army Industrial Base Engineering Activity (IBEA) as the U.S. Army Industrial Engineering Activity (IEA).

151. Effective 25 November 1987, Permanent Orders, 4-2, 22 January 1988, redesignated the U. S. Army Plant Representative Office Boeing-Vertol Company as the U.S. Army Plant Representative Office, Boeing Helicopter Company.

152. Effective 15 January 1988, Permanent Orders 17-3, 1 March 1988, redesignated the U. S. Army Materiel Command Automated Logistics Management Systems Activity (ALMSA) as the U.S. Army Materiel Command Central Systems Design Activity (CSDA).

153. Effective 15 January 1988, Permanent Orders 17-3, 1 March 1988, redesignated the U. S. Army Materiel Command Logistic Systems Support Activity (LSSA) as the U.S. Army Materiel Command Central Systems Design Activity - East (CSDA-EAST).

154. Effective 19 January 1988, Permanent Orders 17-3, 1 March 1988, redesignated the U. S. Army Register of Army Materiel Command Career Interns as the U.S. Army Professional Development and Career Intern Register.

155. Effective 18 February 1988, Permanent Orders 25-2, 28 March 1988, reassigned the U. S. Army Special Projects Support Activity (SPSA) from TROSCOM to HQ AMC.

156. Effective 28 March 1988, General Orders 44, 13 October 1988, transferred the U. S. Army Space Program Office from AMC to HQDA.

157. Effective 30 March 1988, General Orders 68-1, redesignated the U.S. Army St. Louis Area Support Center to the Charles Melvin Price Support Center. Unit assigned to AVSCOM.

158. Effective 1 April 1988, Permanent Orders 15-1, 28 March 1988, established the U. S. Army Logistic Assistance Program Activity (LAPA) on a provisional basis. The LAPA included the LAO Europe, LAO CONUS, LAO Far East, LAO Pacific, and the Logistic Assistance Division, DCS for Readiness.

159. Effective 1 April 1988, Permanent Orders 75-2, 24 August 1988, discontinued the U.S. Army Charleston Storage Activity. Unit assigned to TROSCOM.

160. Effective 16 September 1988, Permanent Orders 76-1, 30 August 1988, redesignated the 389th U.S. Army Materiel Command Band redesignated as the 389th U.S. Army Band. Unit assigned to CECOM.

161. Effective 16 September 1988, Permanent Orders 73-1, 22 August 1988, redesignated the 259th Military Police Company (Service) to the 259th Military Police Company (Combat Support). Unit assigned to TECOM.

162. Effective 16 September 1988, Permanent Orders 73-2, 22 August 1988, redesignated the 523rd Military Police Company (Service) to the 523rd Military Police Company (Combat Support). Unit assigned to TECOM.

163. Effective 30 September 1988, Permanent Orders 68-3, 9 August 1988, discontinued the U.S. Army Materiel Command Support (MSA).

164. Effective 30 September 1988, Permanent Orders 76-2, 30 August 1988, redesignated the U.S. Army Fort Monmouth Support Activity as the U.S. Army Garrison Fort Monmouth. Unit assigned to CECOM.

165. Effective 30 September 1988. Permanent Orders 76-2, 30 August 1988, redesignated the U.S. Army Electronics Materiel Readiness Activity as the U.S. Army Communications- Electronics Activity-Vint Hill.

166. Effective 30 September 1988, Permanent Orders 76-2, 30 August 1988, redesignated the Army Communications-Electronics Command Research and Development Center as the U.S. Army Communications-Electronics Command Research, Development and Engineering Center. Unit assigned to CECOM.

167. Effective 30 September 1988, Permanent Orders 76-3, 30 August 1988, redesignated the U.S. Army Plant Representative Office, Boeing Helicopter Company as the U.S. Army Plant Representative Office, Boeing Helicopters. Unit assigned to AVSCOM.

168. Effective 30 September 1988, Permanent Orders 89-1, 6 October 1988, redesignated the U.S. Army Satellite Communications Agency (SATCOMA) as the U.S. Army Communications-Electronics Command Center for Space Systems. Unit assigned to CECOM.

169. Effective 30 September 1988, Permanent Orders 4-1, 18 January 1989, discontinued the PM, Chemical Munitions (PMCM) (Provisional).

170. Effective 1 October 1988, Permanent Orders 4-1, 18 January 1989, organized the PM Chemical Demilitarization (PMCD) (Provisional).

171. Effective 1 October 1988, Permanent Orders 99-1, 3 November 1988, reassigned the Program Manager for Rocky Mountain Arsenal Contamination Cleanup from the U.S. Army Toxic and Hazardous Materials Agency to the Headquarters, U.S. Army Materiel Command.

172. Effective 1 October 1988, Permanent orders 68-2, 9 August 1988, reassigned the U.S. Army Rocky Mountain Arsenal from AMCCOM to PM, Rocky Mountain Arsenal Contamination Cleanup.

173. Effective 2 October 1988, Permanent Orders 70-1, 11 August 1988 redesignated the U.S. Army Materiel Command Liaison Office, TRADOC Combined Arms Test Activity (TCATA) as the U.S. Army Materiel Command Liaison Office, TRADOC Test and Experimentation Command (TEXCOM).

174. Effective 27 October 1988, General Orders 30, 29 September 1989 inactivated the Rocky Mountain Arsenal.

175. Effective 3 January 1989, Permanent Orders 117-1, 20 December 1988, redesignated the U.S. Army Communications Security Logistics Activity (CSLA) as the U.S. Army Communications-Electronics Command Communications Security Logistics Activity.

176. Effective 1 April 1989, Permanent Orders 21-8, 22 March 1989, redesignated the PM for Rocky Mountain Arsenal Contamination Cleanup as the PM for Rocky Mountain Arsenal.

177. Effective 30 April 1989, Permanent Orders 114-1, 12 December 1988, discontinued the U.S. Army Electronic Proving Ground Digital Communications System Test Company (DCSTC). Unit assigned to TECOM.

178. Effective 1 May 1989, Permanent Orders 115-4 organized the U.S. Logistic Assistance Program Activity (LAPA) organized. The LAO-CONUS, LAO-Europe, LAO-Far East and LAO-Pacific discontinued and personnel and equipment assigned to LAPA.

179. Effective 1 May 1989, Permanent Orders 97-1, 27 October 1989 discontinued the U.S. Army Program Executive Officer (PEO), Ammunition.

180. Effective 1 May 1989, Permanent Orders 106-1, 21 November 1989, discontinued the U.S. Army Office of the Program Manager, Test, Measurement and Diagnostic Equipment. Unit assigned to CECOM.

181. Effective 1 May 1989, Permanent Orders 33-1, 27 April 1989, organized the U.S. Army Materiel Command Systems Integration and Management Activity (SIMA) (Provisional).

182. Effective 1 July 1989, Permanent Orders 27-1, 4 April 1989, organized U.S. Army Research, Development and Standardization Group - Japan (USARDSG-JA) (Provisional).

183. Effective 2 August 1989, Permanent Orders 26-2, 30 March 1992, redesignated the U.S. Army Electro-Optical Guided Weapons Countermeasures/Counter-Countermeasures Joint Test and Evaluation Directorate as the U.S. Precision Guided Weapons Countermeasures (PGWCM) Test and Evaluation (T&E) Directorate.

184. Effective 1 October 1989, Permanent Orders 44-2, 26 May 1989, organized the Program Executive Office Command and Control Systems. Unit assigned to CECOM.

185. Effective 1 October 1989, Permanent Orders 44-3, 26 May 1989, organized the Program Executive Office Communications Systems.

186. Effective 1 October 1989, Permanent Orders 61-15, 7 July 1989, discontinued the U.S. Army Tropic Test Center (TTC). Unit assigned to TECOM.

187. Effective 1 October 1989, Permanent Orders 98-1, 27 October 1989, organized the U.S. Army Agent Munitions Disposal System (CAMDS) Activity (Provisional).

188. Effective 1 December 1989, Permanent Orders 16-3, 26 February 1990, reassigned the U.S. Army Office of Program Manager, Joint Tactical Fusion Program (JTFFP) from LABCOM to HQ AMC.

189. Effective 1 October 1990, Permanent Orders 54-1, 9 July 1990, reassigned the St. Louis Army Ammunition Plant from AVSCOM to AMCCOM.

190. Effective 1 October 1990, Permanent Orders 74-1, September 1990, organized the U.S. Army Materiel Command Systems Integration and Management Activity.

191. Effective 25 January 1990, Permanent Orders 36-1, 21 May 1990, reorganized and redesignated the Program Manager for Rocky Mountain Arsenal Contamination Cleanup as the Program Manager for Rocky Mountain Arsenal.

192. Effective 1 February 1990, Permanent Orders 16-1, 26 February 1990, redesignated the U.S. Army Office of Project Manager, Saudi Arabian National Guard (SANG), Modernization Program as the Program Manager, Saudi Arabian National Guard (SANG).

193. Effective 1 April 1990, Permanent Orders 16-2, 26 February 1990, redesignated the Headquarters, U.S. Army Security Affairs Command (USASAC) as the U.S. Army Security Assistance Command (USASAC).

194. Effective 1 April 1990, Permanent Orders 62-5, 25 July 1990, discontinued the U.S. Army Liaison Office, HQ, Air Force Systems Command.

195. Effective 15 May 1990, Permanent Orders 38-1, 23 May 1990, organized the U.S. Army Project Manager Instrumentation Targets and Threat Simulators (PM ITTS) (Provision).

196. Effective 1 October 1990, Permanent Orders 44-1, 8 Jun 90, redesignated the U.S. Army Research, Development and Standardization Group - Japan ((USARDSG-JA) as the Head, Armaments Cooperation/Army, Mutual Defense Assistance Office, American Embassy.

197. Effective 1 October 1990, Permanent Orders, 57-3, 17 July 1990, reassigned the 95th Maintenance Company from the U.S. Army Test, Measurement, and Diagnostic Equipment Support Group, Redstone Arsenal, AL to the 74th Maintenance Battalion, HHD, Ft, Lewis, WA.

198. Effective 1 October 1990, Permanent Orders 57-4, 17 July 1990, organized the U.S. Army Redstone Technical Test Center. Unit assigned to TECOM.

199. Effective 1 October 1990, Permanent Orders 60-1, 23 July 1990, redesignated the U.S. Army Aviation Development Test Activity (ADTA) as the U.S. Army Aviation Technical Test Center. Unit assigned to TECOM.

200. Effective 1 October 1990, Permanent Orders 60-1, 23 July 1990, discontinued the U.S. Army Aviation Engineering Flight Activity (AEFA). Unit assigned to TECOM.

201. Effective 1 October 1990, Permanent Orders 81-1, 5 September 1989, organized the U.S. Army Research, Development and Standardization Group - Japan (USARDSG-JA).

202. Effective 1 October 1990, Permanent Orders 5-1, 18 January 1990, organized the U.S. Army Program Manager Chemical Demilitarization (PMCD).

203. Effective 1 October 1990, Permanent Orders 5-1, 19 January 1990, organized the U.S. Army Chemical Agent Munitions Disposal (CAMDS). 204. Effective 1 October 1990, Permanent Orders 90-1, 19 October 1990, organized the Headquarters, U.S. Army TMDE Activity (Provisional).

204. Effective 1 October 1990, Permanent Orders 101-1, 26 November 1990, discontinued the U.S. Army Special Rotary Wing Test Activity. Unit assigned to AVSCOM.

205. Effective 1 October 1990, Permanent Orders 106-1, 7 December 1990, redesignated the U.S. Army Aviation Development Test Activity (ADTA). Unit assigned to TECOM.

206. Effective 1 October 1990, Permanent Orders 106-2, 7 Dec 92, organized the U.S. Army Redstone Technical Test Center (RTTC) (Provisional). Unit assigned to TECOM.

207. Effective 1 October 1990, Permanent Orders 9-1, 31 January 1991, organized the U.S. Army Redstone Technical Test Center (RTTC). Unit assigned to TECOM.

208. Effective 1 October 1990, Permanent Orders 9-2, 31 January 1991, discontinued the U.S. Army Aviation Engineering Flight Activity (AEFA). Unit assigned to AVSCOM.

209. Effective 1 October 1990, Permanent Orders 14-1, 20 February 1991, organized the U.S. Army Materiel Command-South West Asia (USA AMC SWA), AD DAMMAM, Saudia Arabia (Provisional).

210. Effective 1 October 1990, Permanent Orders 81-2, 25 September 1990, organized the U.S. Army Materiel Command Systems Integration and Management Activity (SIMA). Unit assigned to HQ AMC.

211. Effective 2 October 1990, Permanent Orders 81-2, 25 September 1990, discontinued the U.S. Army Materiel Command Central Systems Design Activity (CSDA). Merged to form SIMA.

212. Effective 2 October 1990, Permanent Orders 81-2, 25 September 1990, discontinued the U.S. Army Materiel Command Central Design Activity-East (CSDA-EAST). Merged to form SIMA.

213. Effective 2 October 1990, Permanent Orders 81-2, 25 September 1990, discontinued the Logistics Programs Support Activity (LSSA). Unit assigned to DESCOM.

214. Effective 4 October 1990, Permanent Orders 81-2, 25 September 1990, deactivated the 65th Military Police Platoon. Unit assigned to TECOM.

215. Effective 4 October 1990, Permanent Orders 81-2, 25 September 1990, deactivated the 241st Military Police Company.

216. Effective 1 October 1990, Permanent Orders 27-1, 8 April 1991, organized the U.S. Army Project Manager Instrumentation, Targets and Threat Simulators (PM ITTS). Unit assigned to HQ AMC.

217. Effective 1 November 1990, Permanent Orders 94-1, 31 October 1990, organized the U.S. Army Support Group, AD Dammam, Saudi Arabia.

218. Effective 1 February 1991, Permanent Orders 14-1, 20 February 1991, organized the U.S. Army Materiel Command-South West ASIA (USA AMC SWA) (Provisional), AD Dammam, Saudi, Arabia.

219. Effective 14 March 1991, Permanent Orders 58-1, 1 July 1991, redesignated the U.S. Army Materiel Command Liaison Office, TRADOC Test and Experimentation Command (TEXCOM) as the U.S. Army Materiel Command Liaison Office - Ft Hood.

220. Effective 21 April 1991, Permanent Orders 21-1, 18 March 1992, redesignated the U.S. Army Office of the Product Manager, Integrated Procurement Systems (PM IPS) as the Integrated Procurement Systems (IPS). Unit assigned to HQ AMC.

221. Effective 1 May 1991, Permanent Orders 31-1, 18 April 1991, organized the U.S. Army Office of the Executive Agent for DOD Asset Management (Provisional). Unit assigned to HQ AMC.

222. Effective 1 May 1991, Permanent Orders 37-1, 2 May 1991, Organized the U.S. Army Project Manager Tactical Soldier Systems (PM TSS) (Provisional). Unit assigned to HQ AMC.

223. Effective 1 May 1991, Permanent Orders 41-2, 16 May 1991, redesignated the U.S. Army Test, Measurement, and Diagnostic Equipment Support Group as the U.S. Army Test, Measurement, and Diagnostic Equipment Activity. Unit assigned to HQ AMC.

224. Effective 1 May 1991, Permanent Orders 41-2, 16 May 1991, organized the U.S. Test, Measurement, and Diagnostic Equipment Support Group - Region 1. Unit assigned to USA TMDE Activity.

225. Effective 1 May 1991, Permanent Orders 41-2, 16 May 1991, redesignated the U.S. Army Test, Measurement, and Diagnostic Equipment Support Activity - CONUS as the U.S. Army Test, Measurement, and Diagnostic Equipment Support Group - Region 2. Unit assigned to USA TMDE Activity.

226. Effective 1 May 1991, Permanent Orders 41-2, 16 May 1991, organized the U.S. Army Test, Measurement, and Diagnostic Equipment Support Group - Region 3. Unit assigned to USA TMDE Activity.

227. Effective 1 May 1991, Permanent Orders 41-2, 16 May 1991, organized the U.S. Army Test, Measurement, and Diagnostic Equipment Support Group - Region 4. Unit assigned to USA TMDE Activity.

228. Effective 1 May 1991, Permanent Orders 46-1, 31 May 1991, transferred the cataloging functions from the U.S. Army General Materiel and Petroleum Activity (GMPA) and the U.S. Army Support Activity (ASA) to the U.S. Army Materiel Command Catalog Data Activity (CDA).

229. Effective 31 May 1991, Permanent Orders 58-2, 1 July 1991, inactivated the 291st Military Police Service. Unit assigned to MICOM.

230. Effective 1 October 1991, Permanent Orders 110-1, 17 December 1991, discontinued the U. S. Army DESCOM Quality Systems and Engineering Center. Unit assigned to DESCOM.

231. Effective 1 October 1991, Permanent Orders 52-1, 11 June 1991, inactivated the 295th Military Police Company (Physical Security). Unit assigned to Seneca Army Depot/ DESCOM.

232. Effective 1 October 1991, Permanent Orders 52-1, 11 June 1991, inactivated the 980th Military Police Company (Physical Security). Unit assigned to Sierra Army Depot/DESCOM.

233. Effective 1 October 1991, Permanent Orders 52-1, 11 June 1991, organized the U.S. Army Military Police Unit - Seneca. Unit assigned to DESCOM. Effective date amended to read 30 September 1991 by Permanent Orders 22-3, 20 March 1992.

234. Effective 1 October 1991, Permanent Orders 52-1, 11 June 1991, organized the U.S. Army Military Police Unit - Sierra. Unit assigned to DESCOM. Effective date amended to read 30 September 1991 by Permanent Orders 22-3, 20 March 1992.

235. Effective 1 October 1991, Permanent Orders 11-1, 11 February 1991, changed the designation of LOGSA (Provisional) from Letterkenny Army Depot, Chambersburg, PA to Redstone Arsenal.

236. Effective 1 October 1991, Permanent Orders 29-1, 14 April 1992, organized the U.S. Army School of Engineering and Logistics. Unit assigned to HQ AMC.

237. Effective 1 October 1991, General Orders 1, 2 January 1992, transferred the distribution function of the U.S. Army Depot Red River to the Defense Logistics Agency.

238. Effective 31 October 1991, Permanent Orders 110-2, 17 December 1991, redesignated the U.S. Army Communications- Electronics Activity Vint Hill as the U.S. Army Intelligence Materiel Management Center (IMMC). Unit assigned to CECOM.

239. Effective 12 November 1991, Permanent Orders 4-1, 21 January 1992, redesignated the U.S. General Materiel and Petroleum Activity (GMPA) as the U.S. Army Petroleum Center (APC). Unit assigned to TROSCOM.

240. Effective 9 January 1992, Permanent Orders 23-7, 23 March 1992, discontinued the U.S. Army Central TMDE Activity (USACTA). Unit assigned to HQ AMC.

241. Effective 31 January 1992, Permanent Orders 15-1, 20 February 1992, reassigned the U.S. Army Research Office (ARO) from HQ LABCOM to HQ AMC.

242. Effective 24 February 1992, Permanent Orders 22-1, 20 March 1992, redesignated the U. S. Army Project Manager Tactical Soldier Systems (PM TSS) (Provisional) as the U.S. Army Project Manager-Soldier (PM-SOLDIER) (Provisional). Unit assigned to HQ AMC.

243. Effective 1 March 1992, Permanent Orders 29-1, 14 April 1992, reassigned the U. S. Army School of Engineering and Logistics to the U.S. Army Management Engineering College (AMEC).

244. Effective 1 March 1992, Permanent Orders, 28-11, 9 April 1992, organized the U. S. Army Materiel Command- Field Assistance in Science and Technology Activity (AMC-FAST). Unit assigned to HQ AMC.

245. Effective 16 March 1992, Permanent Orders 22-2, 20 March 1992, organized the U. S. Army Simulation, Training and Instrumentation Command (STRICOM) (Provisional). PM ITTS and PM TRADE merged to form STRICOM along with a new mission from HQDA called the Distributed Interactive Simulation (DIS).

246. Effective 1 July 1992, Permanent Orders 62-1, 23 July 1992, organized the U. S. Army Research Laboratory (ARL) (Provisional). LABCOM redesignated ARL.

247. Effective 21 July 1992, Permanent Orders 63-4, 24 July 1992, reassigned the U. S. Army Project Manager Soldier (PM SOLDIER) (Provisional) reassigned from AVSCOM to ATCOM.

248. Effective 26 July 1992, Permanent Orders 62-3, 23 July 1992, transferred the Threat Simulator Project Office mission and functions along with 21 personnel to PM ITTS. No change in duty station.

249. Effective 1 August 1992, Permanent Orders 67-3, 31 July 1992, discontinued the Office of the Project Manager for Training Devices (PM TRADE). Unit merged with PM ITTS to form STRICOM.

250. Effective 1 August 1992, Permanent Orders 67-3, 31 July 1992, discontinued the U. S. Army Project Manager Instrumentation Targets and Threat Simulators (PM ITTS). Unit merged with PM TRADE to form STRICOM.

251. Effective 1 August 1992, Permanent Orders 67-3, 31 July 1992, organized the U. S. Army Simulation, Training and Instrumentation Command (STRICOM).

252. Effective 1 August 1992, Permanent Orders 81-1, 28 August 1992, discontinued the U.S. Army Military Unit - Seneca. Unit assigned to DESCOM. Permanent Orders 90-1, 15 September 1992, amended the effective date to read 15 November 1992.

253. Effective 29 August 1992, Permanent Orders 89-1, 14 September 1992, organized the U.S. Army Materiel Command Logistics Support Group, Miami, FL (Provisional).

254. Effective 1 October 1992, Permanent Orders 72-1, 10 August 1992, discontinued the U.S. Army Materiel Command Field Safety Activity.

255. Effective 1 October 1992, Permanent Orders 74-1, 14 August 1992, discontinued the U.S. Army Materiel Command Logistic Assistance Program Activity (LAPA). Merged to form LOGSA.

256. Effective 1 October 1992, Permanent Orders 74-1, 14 August 1992, discontinued the U.S. Army Materiel Command Readiness Support Activity (MRSA). Merged to form LOGSA.

257. Effective 1 October 1992, Permanent Orders 74-1, 14 August 1992, discontinued the U.S. Army Materiel Command Logistics Control Activity (LCA). Merged to form LOGSA.

258. Effective 1 October 1992, Permanent Orders 74-1, 14 August 1992, discontinued the U.S. Army Materiel Command Catalog Data Activity (CDA). Merged to form LOGSA.

259. Effective 1 October 1992, Permanent Orders 74-1, 14 August 1992, organized the U.S. Army Materiel Command Logistics Support Activity (LOGSA). CCDA, LCA, MRSA, LAPA, and the Packaging, Storage, and Containerization Center (PSCC) from Tobyhanna Army Depot merged to form LOGSA. The PSCC personnel will not move to Redstone Arsenal, AL.

260. Effective 1 October 1992, Permanent Orders 88-3, 11 September 1992, reassigned the U.S. Army Avionics Research and Development Activity (AVRADA) from AVSCOM to CECOM as the Electronics Integration Directorate.

261. Effective 1 October 1992, Permanent Orders 88-3, 11 September 1992, reassigned the Avionics Division from AVSCOM to CECOM Software Engineering Directorate within the CECOM RDEC.

262. Effective 1 October 1992, Permanent Orders 88-3, 11 September 1992, discontinued the U.S. Army Avionics Research and Development Activity. Unit assigned to AVSCOM.

263. Effective 1 October 1992, Permanent Orders 88-4, 11 September 1992, organized the U.S. Army Chemical Materiel Destruction Agency (USACMDA).

264. Effective 1 October 1992, Permanent Orders 88-4, 11 September 1992, discontinued the U.S. Army Program Manager Chemical Demilitarization (PMCD). USACMDA absorbed the PMCD.

265. Effective 1 October 1992, Permanent Orders 88-5, 11 September 1992, discontinued HQ AVSCOM. HQ AVSCOM merged with HQ TROSCOM to form HQ Aviation and Troop Command (ATCOM).

266. Effective 1 October 1992, Permanent Orders 88-5, 11 September 1992, reassigned the U.S. Army Belvoir Research, Development and Engineering Center from TROSCOM to ATCOM.

267. Effective 1 October 1992, Permanent Orders 88-5, 11 September 1992, reassigned the U.S. Natick Research, Development and Engineering Center from TROSCOM to ATCOM.

268. Effective 1 October 1992, Permanent Orders 88-5, 11 September 1992, reassigned the U.S. Army Natick Research, Development and Engineering Center from TROSCOM to ATCOM.

269. Effective 1 October 1992, Permanent Orders 88-5, 11 September 1992, reassigned the U.S. Army Support Activity from TROSCOM to ATCOM.

270. Effective 1 October 1992, Permanent Orders 88-5, 11 September 1992, reassigned the U.S. Army Petroleum Center from TROSCOM to ATCOM.

271. Effective 1 October 1992, Permanent Orders 88-5, 11 September 1992, discontinued HQ TROSCOM. HQ TROSCOM and HQ AVSCOM merged to form HQ ATCOM.

272. Effective 1 October 1992, Permanent Orders 88-5, 11 September 1992, organized HQ ATCOM. HQ TROSCOM and HQ AVSCOM merged to form HQ ATCOM.

273. Effective 1 October 1992, Permanent Orders 90-2, 15 September 1992, organized the U.S. Army Materiel Command Logistics Support Activity (LOGSA). AMC cataloging functions, the PSCC from Tobyhanna Army Depot, CDA, LCA, MRSA and LAPA merged to form LOGSA.

274. Effective 1 October 1992, Permanent Orders 92-8, 17 September 1992, organized the U.S. Army Chemical and Biological Defense Agency (CBDA) (Provisional).

275. Effective 1 October 1992, Permanent Orders 103-2, 6 October 1992, discontinued the U.S. Army Intelligence Activity (IMA). Activity assigned to the CECOM U.S. Army Intelligence Directorate.

276. Effective 15 October 1992, Permanent Orders 116-2, 5 November 1992, discontinued the U.S. Army Materiel Command Logistics Support Group, Miami, FL (Provisional).

277. Effective 30 October 1992, Permanent Orders 114-2, 2 November 1992, organized the U.S. Army Research Laboratory (ARL).

278. Effective 30 October 1992, Permanent Orders 114-2, 2 November 1992, discontinued the following:

- U.S. Army Laboratory Command
- U.S. Army Atmospheric Sciences Laboratory
- U.S. Army Ballistic Research Laboratory
- U.S. Army Electronics Technology and Devices Laboratory
- U.S. Army Harry Diamond Laboratories
- U.S. Army Human Engineering Laboratory
- U.S. Army Materials Technology Laboratory
- U.S. Army Vulnerability Assessment Laboratory
- U.S. Army Installation Support

Resources of the above units reassigned to ARL.

279. Effective 11 December 1992, Permanent Orders 128-1, 11 December 1992, organized the U.S. Army Materiel Command Logistics Support Group-Mogadishu, Somalia (Provisional).

CHAPTER 19

INTERNAL BOARDS, COMMITTEES, AND COUNCILS

PROPONENT OFFICE AUTHORITY	NAME	TERMS OF REFERENCE
ARMY MATERIEL COMMAND BOARDS		
AMCPE	AMC Awards and Decorations Board	AMC Supp 1 to AR 600-8-22
AMCLG	Army Packaging Board	AR 15-450
AMCCB	AMC Chemical/Nuclear Surety Advisory Board	ARs 50-5 & -6
AMCPE	Merit Pay Review Board	AR 690-500
AMCPE	BG Jeremiah P. Holland Awards Board	AR 672-11
AMCPE	AMC Commander's Security Force Awards Board	AMC-R 672-6
ARMY MATERIEL COMMAND COMMITTEES		
AMCRM	Resources Action Committee (RAC)	RAC Memo 92-19-P
AMCPE	Executive Committee for NAF Cash Assets and CPMC Execution	AMC-R 15-47
AMCLG	AMC Command Aviation Standardization Committee	ARs 95-1 & -3
AMCLG	Mobilization Automation Working Group Authority	DCGMR Charter - 1981
AMCPE	Joint Health and Safety Committee	LOCAL 1332/HQ AMC Negotiated
Agreement AMCPE	Joint Labor Management Committee	LOCAL 1332/HQ AMC Negotiated Agreement
ARMY MATERIEL COMMAND COUNCILS		
AMCCH	AMC Chaplains' Fund Council	AR 165-1, Chap. 16
AMCIO	Information Management Council (IMC)	AMC-R 15-9

The proponent of this regulation is the United States Army Materiel Command. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, HQ AMC, ATTN: AMCRM-O, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001.

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CBDCOM/AMSCB-CIR (4)
LOGSA/AMXLS-IM (4)
MICOM/AMSMI-SMO (4)
SSCOM/AMSSC-S-IMS (4)
STRICOM/AMSTI-CS (4)
TACOM/AMSTA-DRM (4)
TECOM/AMSTE-CT-N (4)
USASAC/AMSAC-IM-O (4)

GLOSSARY

AAA	Army Audit Agency
AAC	Army Acquisition Corps
AAE	Army Acquisition Executive
AAMMIS	AMC Automated Manpower Management Information System
AAO	Army Acquisition Objectives
AAR	After Action Report
AUSA	Association of the United States Army
ACES	Army Continuing Education System
ACOE	Army Communities of Excellence
ACPM	Activity Career Program Manager
ACS	Army Community Services
ACTEDS	Army Civilian Training Educational Development System
ACTF	Army Countermine Task Force
ADAPCP	Alcohol and Drug Abuse Prevention and Control Program
ADCS	Assistant Deputy Chief of Staff
ADCSCBM	Assistant Deputy Chief of Staff for Chemical and Biological Matters
ADCSOPS	Army Deputy Chief of Staff for Operations and Plans
ADCSPER	Assistant Deputy Chief of Staff for Personnel
ADCSPER/AG	Assistant Deputy Chief of Staff for Personnel/Adjutant General
ADCSPER/CP	Assistant Deputy Chief of Staff for Personnel/Civilian Personnel
ADCSPER/CFA	Assistant Deputy Chief of Staff for Personnel/Community and Family Activities
ADCSRDA	Assistant Deputy Chief of Staff for Research, Development, and Acquisition
ADCSRM	Assistant Deputy Chief of Staff for Resource Management
ADCSRM-BMC	Assistant Deputy Chief of Staff for Resource Management-Budget, Manpower, and Cost
ADP	Automated Data Processing
ADPE	Automated Data Processing Equipment
ADSW	Active Duty for Special Work
AER	Army Education Requirement
AFAP	Army Family Action Plan
AFARS	Army Federal Acquisition Regulation Supplement
AFH	Army Family Housing
AFTB	Army Family Team Building
AGCCS	Army Global Command and Control System
AGP	Army Gateway Program
AGR	Active Guard and Reserve
AIEP	Army Ideas for Excellence Program
AIF	Army Industrial Fund
ALD	Ammunition Logistics Division
ALMC	Army Logistics Management College
ALOC	Air Line of Communication
ALPC	Army Logistics Policy Committee
ALT	administrative lead time
AMARC	Army Materiel Acquisition Review Committee

AMC	U.S. Army Materiel Command
AMC I&SA	AMC Installations and Services Activity
AMCCOM	Armament, Munitions, and Chemical Command
AMCLOG	AMC Logistics
AMCOC	AMC Operations Center
AMCOM	U.S. Army Aviation and Missile Command
AMHA	Army Management Headquarters Activity
AMMOLOG	Ammunition Logistics
AMOPES	AMC Mobilization and Operations Planning and Execution System
AMSAA	U.S. Army Materiel Systems Analysis Agency
AMTAS	Army Modernization Training Automation System
AOAP	Army Oil Analysis Program
APBI	Advance Planning Briefing for Industry
APF	Appropriated Fund
AR	Army Regulation
ARCSIP	Automated Requirements Computation Systems Initial Provisioning
ARFPC	Army Reserve Forces Policy Committee
ARIL	Automatic Return Items List
ARMS	Ammunition Restructuring and Manufacturing
ARNG	Army National Guard
ARO	Army Reserve Office
ARPENCEN	Army Reserve Personnel Center
ARRL	Acquisition Reform Reinvention Lab
ARSTAF	Army Staff
AS	Australia
ASA	Assistant Secretary of the Army
ASA(FM)	Assistant Secretary of the Army for Financial Management
ASARC	Army Systems Acquisition Review Council
ASA(RDA)	Assistant Secretary of the Army (Research, Development, and Acquisition)
ASB	Army Science Board
ASCC	Army Service Component Commands
ASCO	Advanced Systems and Concepts Offices
ASIP	Army Stationing and Installation Plan
ASTAG	Army Science and Technology Advisory Group
ASTMIS	Army Science and Technology Management Information System
ASTMP	Army Science and Technology Master Plan
ASTWG	Army Science and Technology Working Group
ATAR	Advanced Technology Assessment Reports
ATS	Administrative Telephone Services
AUSA	Association of the United States Army
AWF	Acquisition Workforce
AWR	Army War Reserve
AWRAP	Army War Reserve Automated Process
AWROP	Army War Reserve Operational Projects
AWRPS	Army War Reserve Prepositioned Sets
BA	Budget Activity
BASOPS	Base Operations
BASS	Budget Backup and Support System

BG	Brigadier General
BLD	Business Law Division
BOD	Board of Directors
BOS	Battlefield Operating System
BPM	Business Process Manager
BPRR	Budget Program Resource Review
BRAC	Base Realignment and Closure
BSMA	Base Support Mission Area
C/S	Chief of Staff
C/SCSC	Cost/Schedule Control Systems Criteria
C/SSR	Cost/Schedule Status Reports
C-LOC	Command-Logistics Operation Center
CA	Canada; Commercial Activities
CAAS	Contracted Advisory and Assistance Services
CAIV	Cost as an Independent Variable
CALS	Computed-Aided Acquisition and Logistics Support
CARS	Consolidated AMC Resource System
CARSS	Chaplain Automated Religious Support System
CAWCF	Conventional Ammunition Working Capital Fund
CBD	Chemical and Biological Defense
CBDCOM	Chemical and Biological Defense Command
CBS-X	Continuing Balance System-Expanded
CCC	Cost Comparability Committee
CCCB	Corporate Configuration Control Board
CCHB	Cost Comparability Handbook
CCPM	Command Career Program Manager
CCSS	Commodity Command Standard System
CCT	Configuration Control Team
CDS	Child Development Service
CEO	Chief Executive Officer
CFA	Community and Family Activities Activities
CG	Commanding General
CGSG	Commanding General's Staff Group
CHAPLIC&PT	Chairman of the Chaplaincy Logistics Integrated Concept and Product Team
CI	Command Information
CINC	Commander-in-Chief
CIRS	Command Integrated Resource Submit
CLDP	Civilian Leader Development Program
CLS	Contractor Logistics Support
CLSSA	Cooperative Logistics Supply Support Arrangements
CMO	Competition Management Office
CMRP	Command Master Religious Plans
CNSAC	Chemical Nuclear Surety Advisory Council
COB	Command Operating Budget
COMIS	Care of Materiel in Storage
CONPLAN	Concept Plans
CONUS	Continental United States
COOP	Continuity of Operations Plans
COSIS	Care of Supplies in Storage
COTR	Contracting Officer Technical Representative
COTS	Commercial off-the-shelf software
CPAC	Civilian Personnel Advisory Center

CPM	Career Program Manager
CPMC	Capitol Purchase and Minor Construction
CPR	Cost Performance Report
CRADA	Cooperative Research and Development Agreement
CRB	Cost Review Board
CRDA	Cooperative Research and Development Agreement
CSM	Command Sergeant Major
CUITN	Common User Installation Transport Network
D/EDCA	Deputy Executive Director for Conventional Ammunition
DA	Department of the Army
DAB	Defense Acquisition Board
DAR	Defense Acquisition Regulation
DAWIA	Defense Acquisition Workforce Improvement Act
DBOF	Defense Business Operations Fund
DCG	Deputy Commanding General
DCMC	Defense Contract Management Command
DCS	Deputy Chief of Staff
DCSA	Deputy Chief of Staff for Ammunition
DCSCBM	Deputy Chief of Staff for Chemical and Biological Matters
DCSCI	Deputy Chief of Staff for Corporate Information
DCSEN	Deputy Chief of Staff for Engineering, Housing, Environment and Installation Logistics
DCSINT	Deputy Chief of Staff for Intelligence
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations and Plans
DCSPER	Deputy Chief of Staff for Personnel
DCSRDA	Deputy Chief of Staff for Research, Development, and Acquisition
DCSRM	Deputy Chief of Staff for Resource Management
DDL P	Defense Depot Letterkenny Pennsylvania
DDMC	Defense Depot Maintenance Council
DEA	Data Exchange Annex
DEF	Duplicate Emergency Files
DEH	Directorate of Engineering and Housing
DERA	Defense Environmental Restoration Account
DERP	Defense Environmental Restoration Program
DFAR	Defense Federal Acquisition Regulation
DFARS	DOD FAR Supplement
DFAS	Defense Finance and Accounting Service
DIMC	Defense Inventory Management Course
DIS	Distributive Interaction Simulation
DLA	Defense Logistics Agency
DMC	Defense Megacenters
DMISA	Depot Maintenance Interservice Support Agreement
DMRD	Defense Management Report Decisions
DMS	Defense Message System
DOD	Department of Defense
DODPPAT	DOD Provisioning Policy Advisory Team
DOIM	Director for Information Management
DPAS	Defense Priorities and Allocation System
DPP	Dedicated Procurement Program
DPW	Directorate of Public Works

DRIS	Defense Retail Interservice Support
DRMO	Defense Reutilization Management Office
DSAA	Defense Security Assistance Agency
DSB	Defense Science Board
DSS	Direct Supply Support
DTAP	Defense Technology Area Plan
DTC	Design to Cost
DUSD	Deputy Under Secretary of Defense
EC	Electronic Commerce
ECECS	Executive Control and Essential Command Supervision
EDAS	Enlisted Distribution and Assignment System
EDB	Executive Director for Business
EDCA	Executive Director for Conventional Ammunition
EDES	Executive Director for Explosive Safety
EDI	Electronic Data Interchange
EEO	Equal Employment Opportunity
EHD	Engineering and Housing Division
EIICPO	End Item Inventory Control Point Operations
EIP	End Item Parameter
EIR	Equipment Improvement Recommendation
EIS	Environmental Impact Statement
EMAG	Environmental Management Action Group
EO	Equal Opportunity
EOA	Equal Opportunity Advisor
EOD	Explosive Ordnance Disposal
EOQ	Economic Order Quality
EPA	Environmental Protection Agency
EPPC	Energy Planning and Policy Committee
EQD	Environmental Quality Division
ESC	Executive Steering Committee
EVMS	Earned Value Management System
EXCOM	Executive Committee
EXSTAFF	Executive Staff
F&A	Finance and Accounting
FAD	Funding Authorization Document
FAP	Family Advocacy Program
FAR	Federal Acquisition Regulation
FARS	Federal Acquisition Regulation Supplement
FAST	Field Assistance in Science and Technology
FC	Functional Chief
FCCB	Functional Configuration Control Board
FCG	Functional Coordinating Group
FCR	Functional Career Representative
FDP	Funded Delivery Period
FEHB	Federal Employee Health Benefits
FFRDC	Federally Funded Research and Development Center
FLC	Federal Laboratory Consortium
FMS	Foreign Military Sales
FOIA	Freedom of Information Act
FORSCOM	U.S. Army Forces Command
FRMT	Functional Requirements Management Team
FUNCPLAN	Functional Plan
FYDP	Five-Year Defense Plan

GAO	Government Accounting Office
GSA	General Services Administration
HAZMIN	Hazardous Waste Minimization
HF	High Frequency
HIP	Historical Inquiry Program
HP	Heraldic Program
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HSCP	Historical Sources Collection Program
HSRP	Historical Staff Ride Program
ICAPP	Integrated Conventional Ammunition Procurement Plan
ICE	Inventory Control Effectiveness
ICP	International Cooperative Program
IDA	Initial Denial Authority
IDIQ	Indefinite Quantities
IG	Inspector General
ILIR	In-house Laboratory Independent Research
ILS	Integrated Logistics Support
IM	Information Management
IMA	Individual Mobilization Augmentation; Information Mission Area
IMB	Information Management Board
IMBOD	Information Management Board of Directors
IMC	Insensitive Munitions Council
IMET	International Military Education and Training
IOC	U.S. Army Industrial Operations Command
IP	Intellectual Property
IPPD	Integrated Product and Process Development
IPR	In-Process Review
IPT	Integrated Product Teams
IRAC	Internal Review and Audit Compliance
IRP	Installation Restoration Program
IRR	Individual Ready Reserve
ISC	Information Systems Command
ISM	Integrated Sustainment Maintenance
ISSO	Information Systems Security Officer
IT	Information Technology
ITSA	Intelligence and Technology Security Activity
ITSB	Information Technology System Budget
IWSA	Integrated Weapon System Analysis
JCALS	Joint Computer-Aided Acquisition and Logistics System
JCS	Joint Chiefs of Staff
JDEP	Joint Depot Environmental Panel
JDL	Joint Directors of Laboratories
JEDMICS	Joint Engineering Data Management Information Control System
JFRC	Joint Functional Requirements Council
JFRDT	Joint Functional Requirements Determination Teams
JLC	Joint Logistic Commander
JLSC	Joint Logistics Systems Center
JMRP	Joint MILCON Review Panel
JNBCDP	Joint Nuclear, Biological and Chemical Defense Program
JO CG	Joint Ordinance Command Group

JOCOTAS	Joint Committee on Tactical Shelters
JOPES	Joint Operations Planning and Execution System
JPCG-CRM	Joint Policy Coordination Group on Computer Resource Management
JPCG-DMI	Joint Policy Coordinating Group for Depot Maintenance Interservicing
JSOR	Joint Service Operational Requirement
JTEG	Joint Technology Exchange Group
LAD	Logistics Anchor Desk
LAISO	Lead AMC Information Systems Office
LAN	Local Area Network
LAO	Logistics Assistance Office
LBS&TD	Logistics Business Systems & Technical Development
LCM	life cycle management
LIRM	Logistics Issues Research Memorandum
LMARS	Logistics Metric Analysis Reporting System
LOA	Letter of Agreement
LOGCAP	Logistics Civil Augmentation Program
LOGPARS	Logistics Planning and Requirements Simplification System
LOGPLAN	Logistics Plan
LOGSA	Logistics Support Activity
LORA	Level of Repair Analysis
LPF	Logistics Planning Factor
LRC	Learning Resource Center
LSA	Logistics Support Analysis
LSAR	Logistics Support Analysis Record
LSAS	Long Range Standard Automated System
LSE	Logistics Support Element
M&S	modeling and simulation
MS&T	Manufacturing, Science and Technology
MAC	Maintenance Allocation Chart
MACOM	Major Army Command
MAISRC	Major Automated Information System Review Council
MAIT	Mission Area Integration Team
MAMP	Mission Area Materiel Plan
MAP	Managing Application Program
MARB	Materiel Acquisition Review Board
MASM	Mission Area Staff Manager
MATDEV	Materiel Developer
MC	Materiel Change
MCA	Military Construction, Army
MCB	Managing Civilian to Budget
MDA	Milestone Decision Authority
MDEP	Management Decision Package
MEDCOM	U.S. Army Medical Command
MEL	Maintenance Expenditure Limits
MICOM	U.S. Army Missile Command
MIDP	Missile Items Distribution Plan
MIIF	Maintenance of Inactive Industrial Facilities
MILCON	Military Construction
MILSTAMP	Military Standard Transportation and Movement Procedures

MILSTEP	Military Standard Supply and Transportation Evaluation Procedures
MILSTRAP	Military Standard Transaction Reporting and Accounting Procedures
MILSTRIP	Military Standard Requisitioning and Issue Procedures
MIRV	Major Items Requisition Validation
MIS	Management Information Systems
MISMO	Maintenance Interservice Support Management Office
MITLA	Microcircuit Technology in Logistics Applications
MOA	Memorandum of Agreement
MOBTDA	Mobilization Table of Distribution and Allowances
MODACS	Modification Application Control System
MOPES	Mobilization and Operations Planning and Execution System
MOU	Memorandum of Understanding
MS&T	Manufacturing Science & Technology
MSC	Major Subordinate Command
MSCA	Military Support to Civil Authorities
MTMP	MACOM Telephone Modernization Program
MTOE	Modified Table of Organization and Equipment
MWO	Modification Work Order
MWR	Morale, Welfare, and Recreation
NAF	Nonappropriated Funds
NAFI	Nonappropriated Fund Instrumentality
NAMSA	NATO Maintenance and Supply Agency
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological, and Chemical
NCA	National Command Authority
NCO	Noncommissioned Officer
NCODP	Noncommissioned Officer Development Program
NCOER	Noncommissioned Officer Evaluation Report
NCR	National Capital Region
NDI	nondevelopmental item
NEPA	National Environmental Policy Act
NET	New Equipment Training
NGB	National Guard Bureau
NIMMC	Nonconsumable Integrated Materiel Management Committee
NRS	Non-Rolling Stock
NSMM	National Sustainment Maintenance Management
OASA	Office of the Assistant Secretary of the Army
OASA(RDA)	Office of The Assistant Secretary of the Army (Research, Development, and Acquisition)
OCAR	Office, Chief Army Reserve
OCONUS	Outside Continental United States
OCP	Organizational change proposal
ODCSA	Office of the Deputy Chief of Staff for Ammunition
ODCSLOG	Office of the Deputy Chief of Staff for Logistics
ODCSOPS	Office of the Deputy Chief of Staff for Operations and Plans
ODCSPER	Office of the Deputy Chief of Staff for Personnel
ODCSRDA	Office of the Deputy Chief of Staff for Research, Development, and Acquisition

OEO	Office of Equal Opportunity
OER	Officer Efficiency Rating
OFPP	Office of Federal Procurement Policy
OIPT	Overarching Integrated Product Team
OMA	Operations and Maintenance, Appropriation, Army
OMAR	Operations and Maintenance, Army Reserve
OMB	Office of Management and Budget
OOTW	Operations Other Than War
OPA	Other Procurement, Army
OPLAN	Operations Plan
OPM	Office of Personnel Management
ORD	Operational Requirement Document
ORTA	Office of Research and Technology Applications
OSCAR	Outside Cable Rehabilitation
OSCR	Operating and Support Cost Reduction
OSD	Office of Secretary of Defense
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Act
PA	Public Affairs
PAA	Procurement of Ammunition, Army
PACM	PA and Communications Media
PAD	POMCUS Authorization Document
PAE	Program Analysis and Evaluation
PAG	Provisioning Advisory Group
PAO	Public Affairs Office
PAT	Process Action Team
PATR	Procurement Authority Technical Representative
PBAS	Program and Budget Accounting System
PBD	Program Budget Decisions
PBG	Program Budget Guidance
PBS	Production Base Support
PCS	Permanent Change of Station
PDA	Principal Deputy for Acquisition
PDF	Program Data File
PDL	Principle Deputy for Logistics
PDT	Principal Deputy for Technology
PDT/CS	Principal Deputy for Technology/Chief Scientist
PE	Program Element
PECIP	Production Engineering Capital Investment Program
PEO	Program Executive Officer
PERSCOM	U.S. Total Army Personnel Command
PESO	Program Executive Staff Officer
PLA	Patent License Agreements
PLT	production lead time
PM	Program/Project/Product Manager
PM&C	Position Management and Classification
PMAC	Performance Measurement Advisory Council
PMR	Provisioning Master Data
POC	Point of Contact
POI	Program of Instruction
POM	Program Objective Memorandum
POMCUS	Preposition Materiel Configured to Unit Sets
PPBERS	Program Performance Budget Execution Review System

PPBES	Planning, Programing, Budgeting, and Execution System
PPSS	Post Production Software Support
PRAM	Preliminary Report of Aircraft Mishaps
PSE	Physical Security Equipment
Q&A	questions & answers
QA	Quality Assurance
QASAS	Quality Assurance Specialty (Ammunition Surveillance)
QDR	Quality Deficiency Reporting
QRIP	Quick Return on Investment Program
R&A	Review and Analysis
R&D	Research and Development
RAC	Resources Action Committee
RAM-D	Reliability, Availability, Maintainability-Durability
RC	Reserve Component
RCI	Reserve Component Integration
RCM	Reliability Centered Maintenance
RCPC	Reserve Component Policy Council
RDA	Research, Development, and Acquisition
RDAISA	Research and Development Acquisition Information Systems Agency
RDAP	Research, Development, and Acquisition Plan
RDEC	Research, Development, and Engineering Center
RDTE	Research, Development, Test and Evaluation
RED	Real Estate Division
RFPB	Reserve Forces Policy Board
RIC	Resource Integration Council
RIDB	Readiness Integrated Data Base
RIF	Reduction-in-Force
RIG	Requirements Integrity Group
RIP	RDTE Integration and Prioritization
RM	Resource Management
RMEW	Resource Management Executive Workshop
RMTWG	Requirements Modeling Technical Working Group
ROD	Reports of Discrepancy
RPMA	Real Property Maintenance Activities
RTS-M	Regional Training Site - Maintenance
S&T	Science and Technology
SAACONS	Standard Army Automated Contracting System
SADBU	Small and Disadvantaged Business Utilization
SAO	Special Analysis Office
SAP	Special Access Program
SAPOC	SAP Oversight Committee
SAPSAT	SAP Staff Assistance Team
SARDA	Secretary of the Army for Research, Development and Acquisition
SASO	stability and sustainment operations
SBIR	Small Business Innovation Research
SCORE	Secure Command Operations Reports and Exercise
SDO	Supply Depot Operations
SDT	Second Destination Transportation
SEL	School of Engineering and Logistics
SES	Senior Executive Service
SESAME	Selected Essential Sparing-to-Availability Method

SFEDP	Special Focus Executive Development Program
SGS	Secretary of the General Staff
SIDPERS	Standard Installation Division Personnel System
SIMA	Systems Integration and Management Activity
SIRDAP	Science and Infrastructure Research, Development and Acquisition Plan
SISOCS	Streamlining Information Service Operations Consolidated Study
SL	Senior Level
SLA	Service Level Agreement
SMA	Supply Management, Army
SMCA	Single Manager for Conventional Ammunition
SME	Subject Matter Expert
SMEDP	Senior Managers Executive Development Program
SOCAD	Service Member Opportunity Colleges Associates Degree
SOF	Special Operations Forces
SOP	Standing Operating Procedures
SOR	Source of Repair
SORTS	Status of Resources and Training System
SOUN	Safety of Use Messages
SRA	Separate Reporting Activity
SRA	Specialized Repair Activity
SSF	Single Stock Fund
SSR	Supply Support Request
SSTS	Sustainment Systems for Technical Support
STAMIS	Standard Management Information System
STARC	Army National Guard State Area Command
STRICOM	U.S. Army Simulation, Training, and Instrumentation Command
T&E	Test and Evaluation
TAADS	The Army Authorization Document System
TACOM	U.S. Army Tank-automotive and Armaments Command
TAMIS	Training Ammunition Management Information System
TAP	The Army Plan
TAPES	Total Army Performance Evaluation System
TAQ	Total Army Quality
TARA	Technology Area Review and Assessment
TAV	Total Asset Visibility
TDA	Table of distribution and allowance
TDR	Training Device Requirement
TDY	Temporary Duty
TECOM	U.S. Army Test and Evaluation Command
TILO	Technical Industrial Liaison Office
TISA	Troop Issue Subsistence Activity
TMDE	Test, Measurement, and Diagnostic Equipment
TPF	Total Package Fielding
TQM	Total Quality Management
TRADOC	U.S. Army Training and Doctrine Command
TTAD	Temporary Tour of Active Duty
TWI	Training with Industry
TYAD	Tobyhanna Army Depot
UMT	Unit Ministry Team
UPH	Unaccompanied Personnel Housing

USAAA	United States Army Audit Agency
USADAOA	United States Army Drug and Alcohol Operations Agency
USAMEA	United States Army Materiel Command Management Engineering Activity
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USASAC	United States Army Security Assistance Command
USPTO	United States Patent Trademark Office
USR	Unit Status Report
UXO	unexploded ordnance
VE	Value Engineering
VENC	Environmental Compliance
VIP	Very Important Person
VRA	Veterans Readjustment Appointment Program
VTC	Venus Telecommunication
WALC	Worldwide Aviation Logistics Conference
WFLA	Warfighting Lens Analysis
WIPT	Working Integrated Product Team
WRAP	War Reserve Automated Process
WWMCCS	Worldwide Military Command and Control System
WWW	Worldwide Web
YS	Youth Services